

Finance Department

Mission

To provide financial stewardship and property management services with an emphasis on accountability, transparency and customer service.

Organization

The Finance Department consists of four divisions: Accounting, Utility Billing, Enterprise Resource Planning, and Property & Procurement.

Accounting is responsible for the administration of all financial affairs of the City. This includes the processing of accounts receivable, accounts payable and payroll. Other activities include financial reporting, fixed asset management, internal audit functions, and cash and investment management.

Utility Billing is responsible for providing customer support and meeting the needs of the City's 35,064 utility customers. This includes new services, billing and collections for electric, gas, water, sewer and solid waste services provided to the utility customers of Beaches Energy Services. Utility Billing also collects monies for the City's building permits, occupational licenses, recreation fees, dog tags, and other payments made to the City.

Business Analysis helps to implement technology solutions by analyzing business processes, managing major projects and providing support to end users and technology partners.

Property and Procurement ensures that all purchases made by the City comply with State law and City ordinances. Activities include preparing bids and contracts as well as processing requisitions and purchase orders. This division is also responsible for the maintenance and upkeep of City buildings, managing leased facilities, managing storeroom activities and supervising fleet maintenance. Fleet maintenance is provided by a private contractor.

Authorized Positions	FY2019	FY2020	FY2021
Accounting	9	10*	10
Utility Billing	18	19	19
Business Analysis**	2	2	2
Property & Procurement	9	9	9
TOTAL	38	40	40

**A second Accounting Technician was approved by Council on 1/21/2020*

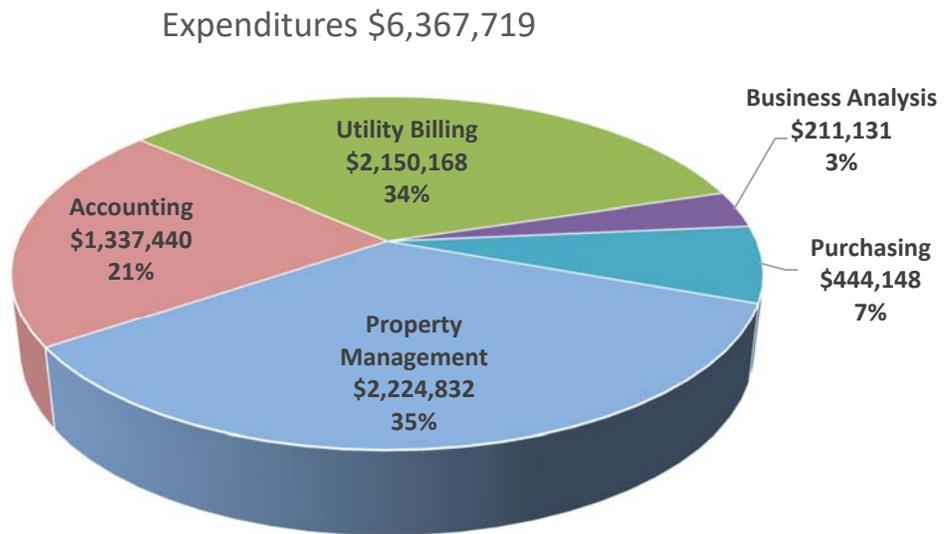
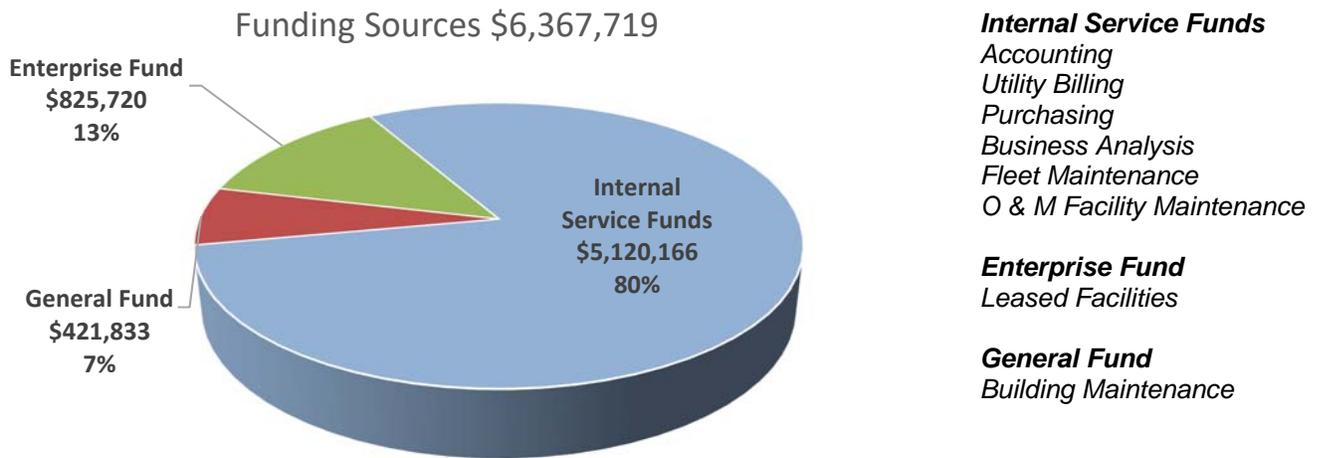
***During FY2020, Information Systems functions, with the exception of business analysis responsibilities, were reorganized to report to Administration and are now listed in the Executive & Legislative business plan.*

Finance Department

Financial Summary

Resource Allocation	Actual 2019	Original Budget 2020	Proposed Budget 2021	Increase -Decrease	% Change
Personal Services	\$2,155,934	\$2,599,017	\$2,775,550	\$176,533	6.8%
Operating	\$2,949,775	\$3,448,700	\$3,502,169	\$53,469	1.6%
Capital Outlay	\$93,918	\$38,000	\$0	-\$38,000	-100.0%
Transfers	\$110,000	\$102,000	\$90,000	-\$12,000	-11.8%
TOTAL	\$5,309,627	\$6,187,717	\$6,367,719	\$180,002	2.9%

Transfer expenses include fund technology costs (\$75,000) and facility maintenance (\$15,000) from the Leased Facilities and Finance Internal Service Funds.



Finance Department

Objectives

- ❖ Maintain the citywide financial records in accordance with generally accepted governmental accounting standards.
- ❖ Provide credible and reliable financial reports to internal and external users.
- ❖ Minimize the need for future debt through long-term financial planning and capital budgeting for major capital improvements.
- ❖ Ensure compliance with federal, state and local laws and regulations related to grant activities.
- ❖ Maintain investment policies to provide reasonable returns with minimal risk.
- ❖ Provide responsive, consistent, and accurate utility billing services.
- ❖ Provide training to employees for data processing hardware and software, such as the Enterprise Resource Planning and Geographic Information Systems software.
- ❖ Keep City facilities and equipment in very good condition at all times by providing ongoing maintenance and cleanliness for safety, comfort and appearance.

Accounting, Utility Billing & Business Analysis Divisions

Organization

Authorized Positions	FY2019	FY2020	FY2021
Chief Financial Officer	1	1	1
Assistant Finance/Budget Officer	1	1	1
Internal Auditor	1	1	1
Accounting Supervisor	1	1	1
Accountant	1	1	1
Accounting Technician*	1	2*	2
Office Administrator	1	1	1
Office Assistant, Part-Time	2	2	2
Accounting Total	9	10	10
Customer Service Supervisor	1	1	1
Assistant Customer Service Supervisor	1	1	1
Collections Specialist	1	1	1
Business Relations/Conservation Coordinator	1	1	1
Conservation Specialist I	-	1	1
Senior Accounts Specialist	-	-	2**
Customer Account Specialist I, II	13	13	11
Customer Account Specialist I, Part-Time	1	1	1
Utility Billing Total	18	19	19
Business Analyst	1	1	1
Associate Business Analyst	1	1	1
Business Analysis Total***	2	2	2

**A second Accounting Technician position was approved by Council in 2020.*

***Two Customer Account Specialist positions were converted to Senior Accounts Specialists as part of the new pay plan resulting from the pay study conducted in late 2019.*

****A reorganization of Information Systems functions in FY2020, moved six positions to Administration. Business analysis functions remain with Finance and the division has been retitled accordingly.*

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Accounting, Utility Billing & Business Analysis Divisions

Financial Summary

Resource Allocation	Actual 2019	Original Budget 2020	Proposed Budget 2021	Increase -Decrease	% Change
Personal Services	\$1,924,613	\$2,270,787	\$2,428,587	\$157,800	6.9%
Operating	\$1,644,404	\$1,766,963	\$1,714,300	-\$52,663	-3.0%
Capital Outlay	\$1,860	\$0	\$0	\$0	-
Transfers	\$0	\$0	\$0	\$0	-
TOTAL	\$3,570,877	\$4,037,750	\$4,142,887	\$105,137	2.6%

Recent Accomplishments

- ✓ Continued to receive the Government Finance Officers Association Awards for both the Comprehensive Annual Financial Report and the Annual Budget.
- ✓ Continued to outsource our mail service for utility bills and city mail. This process provides daily mail pick-up, folding, stuffing & inserting of utility bills at a reduced postal rate, saving the City approximately \$41,000 per year in postal costs.
- ✓ Continued to promote our free e-check program that allows customers to pay by check, electronically and through the Interactive Voice Response automated phone system. This highly successful program received 92,500 customer payments in FY2019.
- ✓ Continued the electronic billing (e-bill) program that allows customers to receive their bill in an electronic format that displays the bill and provides a link to the Beaches Energy payment site. Currently, 15,376 customers receive their utility bill through this program, saving the City \$84,875 a year in postage costs.
- ✓ Continued the data validation process for both payroll and utility billing in preparation for implementation of these two Enterprise Resource Planning modules.

Goals for FY2021

1. Maintain adequate cash reserves to fund emergencies and capital purchases in order to minimize the issuance of new debt.
2. Receive the Government Finance Officers Association Awards for both the Comprehensive Annual Financial Report and the Annual Budget.
3. Implement remaining Enterprise Resource Planning system Phase 1 utility billing and cashiering components.
4. Expand customer payment options to include a credit/debit card program that allows customers the convenience of making credit/debit card payments at City Hall for all City services.
5. Engage an independent consultant to assess the status of the ERP project by reviewing the current implementation process, and making recommendations for future options.

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Accounting, Utility Billing & Business Analysis Performance Measures

Accounting	Actual 2019	FYTD 3/31/2020	Target 2021
Percent of monthly financial reports delivered to City Council by 2 nd meeting in each month	100%	100%	100%
Number of Years CAFR Awards received	26	27	28
Number of Years GFOA Budget Award received	25	26	27
Unqualified Audit Opinion	Yes	Yes	Expected
Financial reports submitted to other government agencies accurately and on time	100%	100%	100%
Cash working capital reserves are 25% or greater as a percentage of budgeted operating expenses	Yes	Yes	Expected

Utility Billing	Actual 2019	FYTD 3/31/2020	Target 2021
Customer Service:			
Avg. # monthly payments through Beaches Energy website	7196	8701	6,500 or >
Avg. # monthly IVR payments	2,339	2,252	2,200 or >
Avg. # monthly bank draft payments	8,126	9,184	8,000 or >
Avg. # monthly online payments made through customer's bank	6,570	6,664	6,500 or >
Avg. # monthly mail-in payments	6,540	6,610	8,000 or <
Avg. # monthly walk-up or drive-through payments	5,138	4,199	6,000 or <
Number of monthly E-bills	14,374	15,376	14,000 or >
Average telephone customer calls per month	4,528	4,080	5,000 or <
Average answer time (in seconds)	4.7	4.6	10 or <

Budget Issues

- **Enterprise Resource Planning System (ERP)** – The City is in the process of updating its legacy software system. Tyler Technologies was awarded the contract in FY2017 for Stage 1 including financials, human capital management, and utility billing. The financial modules went live in April 2018. After some delays, human resources and payroll are expected to go live in early 2021, followed by utility billing in the spring of 2021. Once completed, the City will move to Stage 2, which includes updates to the GIS-based and mobile applications, which include planning and development, permitting, business licenses, work orders, and enterprise asset management. Estimated costs are \$2.2 million for Stage 1 and \$1.6 million for Stage 2. The City continues to set aside money through yearend transfers to fund this project.

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Property Management Division

Organization

Authorized Positions	FY2019	FY2020	FY2021
Property & Procurement Officer	1	1	1
Procurement Administrator	1	1	1
Procurement Associate	1	1	1
Building Maintenance Supervisor	1	1	1
Building Maintenance Mechanic	2	2	2
Chief Storekeeper	1	1	1
Storekeeper	1	1	1
Buyer	1	1	1
Property & Procurement Total	9	9	9

Financial Summary

Resource Allocation	Actual 2019	Original Budget 2020	Proposed Budget 2021	Increase -Decrease	% Change
Personal Services	\$231,320	\$328,230	\$346,963	\$18,733	5.7%
Operating	\$1,305,371	\$1,681,737	\$1,787,869	\$106,132	6.3%
Capital Outlay	\$92,058	\$38,000	\$0	-\$38,000	-100.0%
Transfers	\$110,000	\$102,000	\$90,000	-\$12,000	-11.8%
TOTAL	\$1,738,750	\$2,149,967	\$2,224,832	\$74,865	3.5%

Recent Accomplishments

- ✓ Replaced both above ground (10k gal and 6k gal) fuel tanks at the Operations & Maintenance Facility.
- ✓ Replaced entrance gates (barrier arms and operators) at the Operations & Maintenance Facility.
- ✓ Installed Trane controls and graphics for HVAC system monitoring and alarm notifications on cell phones and tablet.
- ✓ Completed/conducted third party inspections for JFRD/COJB fire services merger.
- ✓ Conducted boundary survey of Safe Harbor property.
- ✓ Conducted surplus item auction in May and November generating close to \$131,000 in proceeds.
- ✓ Executed the Navy lease for the O&M communication tower.
- ✓ Installed new HVAC units at City Hall.

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Property Management Goals for FY2021

1. Keep our City facilities looking new and in good condition at all times to maintain a positive impression on our citizens.
2. Continue the development of the comprehensive preventative maintenance program of scheduled inspections and routine maintenance designed to identify problems in advance of failure and to ensure the building components and systems are in very good condition.
3. Assess and implement the most effective and economic methods of keeping City buildings and services fully functional and safe.
4. Maintain customer relations by providing well-maintained facilities, information for employees on planned maintenance activities and prompt responses to customer needs.
5. Achieve the highest and best occupancy for all leased facilities and renegotiate lease facility contracts as lease terms expire.

Property Management Performance Measures

The building maintenance group in the Property and Procurement division is striving to maximize its maintenance responsibilities utilizing general fund and CIP resources. Current facility demands, the harsh beach environment and our desire to have our facilities in a ‘very good’ condition drives our maintenance philosophy and priorities. Our building maintenance program targets four major areas: building envelope (roof, walls, etc.), major building systems (mechanical, plumbing, electrical, etc.), life safety/ADA and renovations & repairs. Note that these are not "ranked" priorities, but serve as an outline of major work categories for the building maintenance group. At any moment a project or projects may surpass others depending on urgency, risk exposure or need. Completion of projects is also determined by the availability of funds.

Building Condition Assessment	Actual 2019	FYTD 3/31/20	Target 2021
City Hall	2	2	2
Police Station	2	2	2
Operations & Maintenance Facility (O&M)	3	3	2
Community Services Center	2	2	2
Golf Clubhouse	2	2	2
Oceanfront Restrooms	3	3	2
Carver Center	2	2	2
Sea Walk Pavilion	3	3	2
South Beach Community Center & Exhibition Hall	2	2	2
Wingate Concession North	2	2	2
Wingate Concession South	3	2	2
Archive Building	2	2	2

Building Condition Codes

1. **Like New Condition:** All maintenance items performed and all systems and equipment functioning properly. Landscaping in excellent condition.
2. **Very Good Condition:** May need minor cleaning, painting, or maintenance items performed; systems and equipment functioning properly. Landscaping in very good condition.
3. **Good Condition:** Needs cleaning, painting, or maintenance items performed; some systems or equipment need repair. Landscaping in good condition.
4. **Poor Condition:** Needs painting throughout interior areas; may need new carpeting, electrical, HVAC, or plumbing work; maintenance items are behind schedule. Landscaping in poor condition.

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Property Management Performance Measures (continued)

Property Management and Building Maintenance	Actual 2019	FYTD 3/31/20	Target 2021
Conduct on-site inspections of all facilities and grounds twice each year and correct deficiencies.	Yes	Yes	Yes
Except for emergencies, respond to requests for facility maintenance services within 48 hours of request.	Yes	Yes	Yes

Leased Properties	Actual FY2019	Budget FY2020	Target FY2021
Land Total Square Footage Leased (Avail. 163,966)	150,756	163,966	163,966
Buildings Total Square Footage Leased (Avail. 19,551)	19,551	19,551	19,551
Telecommunications Tower Leased Spaces	5	5	6
Revenue:			
Industrial Park	\$214,889	\$205,092	\$253,900
Community Services Center	\$124,113	\$126,666	\$134,253
Penman Park Building	\$46,433	\$48,285	\$50,222
Safe Harbor	\$49,680	\$51,144	\$52,677
Telecommunications Tower	\$220,667	\$231,086	\$271,086
Total Revenue	\$655,782	\$662,273	\$762,138

Fleet Maintenance	Actual FY2019	Budget FY2020	Target FY2021
Service Statistics:			
Annual Average Maintenance Costs Per Vehicle	\$517	\$615	\$550
Fleet Downtime Percentage (3-5% Acceptable)	2.04%	4%	2.5%

Property Management Budget Issues

- Finalize centralized control of the HVAC systems to provide a more comfortable environment and reduce energy consumption.
- Capitalize on restructuring of positions and the implementation of the Enterprise Resource Software to strengthen the overall efficiency of the division.