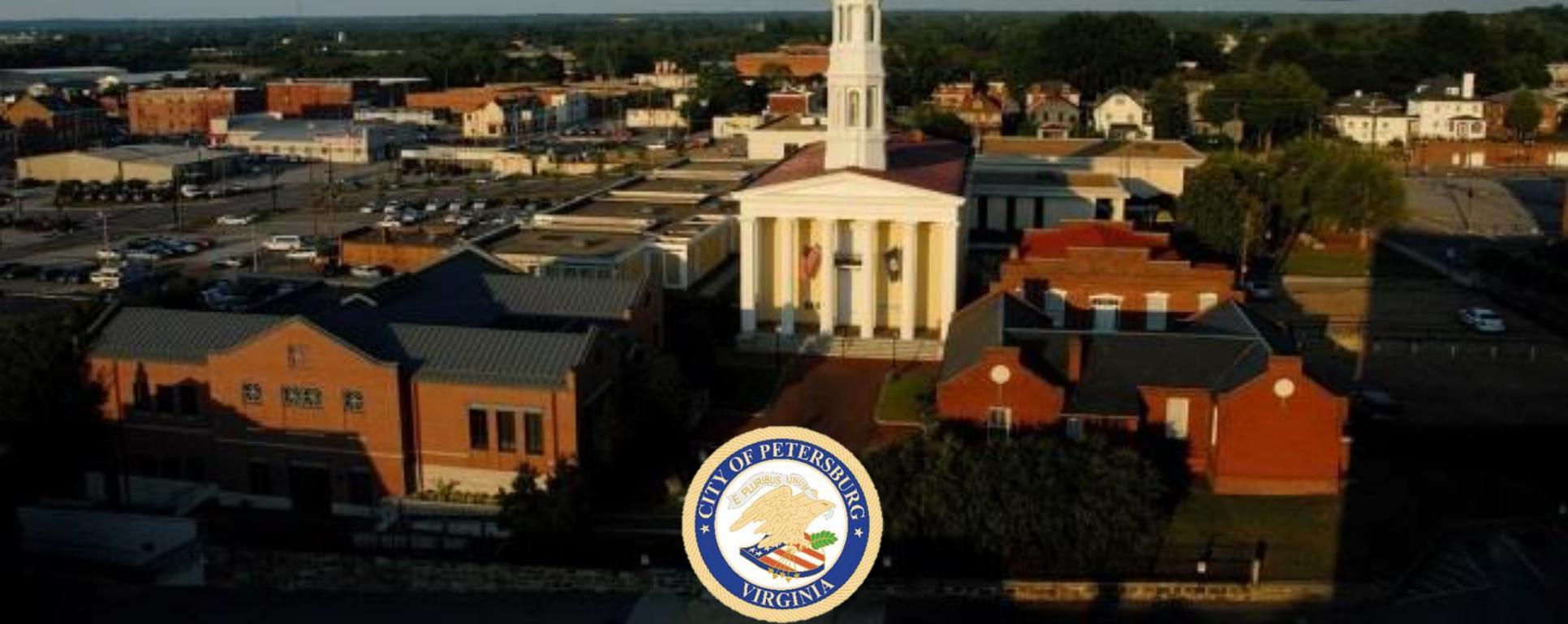


# Billing and Collections Report

# City of Petersburg

VIRGINIA





# Purpose

To discuss our current successes, challenges and continued plan moving forward toward an efficient operation promoting a superior customer service experience.

# Billing & Collections Overview



Information Technology

## Billing & Collections Operation

Michael C Rogers  
Chief Operating Officer

Jason Baxter  
Manager

*Paul Mullin - Supervisor*      *K. Freeman - CS Supervisor*  
*Kyle Dixon - UTB Supervisor*      *T. Yerby - Collections Cord.*  
*Makiah Spratley - UBT Spec.*      *Brittany Artis - Admin Asst. I*  
*LaKeisha Fisher - UBT Spec.*      *Katicha Baskerville - CSR*  
*Mikaela Lucas-CSR*

City Assessor

Commissioner of Revenue

Public Works Utilities

Treasurer

## Operational Elements

Budget &  
Procurement

Finance

Human Resources



# Collection & Rates

## **Revenue Collection Rate**

The focus of this data is actual dollars billed vs. dollars collected in a cumulative 12 months.

## **Customer Payment Rate (On time)**

The focus of this data is actual customer accounts billed in a 40-day span vs. on-time account payments in that same span.

## **Billing Efficiency Rate**

The focus of this data measures the accuracy of our bills each month in which we have a monthly and annual goal of no greater than 3%.

## **Customer Service Analysis**

The focus of this data relates solely to the customer experience within City Hall. This analysis shows how effective, knowledgeable and customer friendly our staff is.



## Collection & Rates

### \$\$\$ Billed vs. \$\$\$ Received

	<u>Revenue Billed</u>	<u>Revenue Collected</u>	
Jul - Sep	\$4,813,910.04	\$3,978,347.32	83%
Oct - Dec	\$5,530,627.36	\$3,532,818.98	63%
Jan - Mar	\$4,621,835.25	\$4,416,424.17	96%

- Utilities Revenue Collections
- 1<sup>st</sup> Quarter (July-September) **83%**
- 2<sup>nd</sup> Quarter (October-December) **63%**
- 3<sup>rd</sup> Quarter (Jan-March) **96%**
- Overall (9 months) **81%**

# Current Delinquency (Utilities)



## Utility Aging Report

<u>Aging Totals</u>			
<u>Current</u>	<u>Over 30 Day</u>	<u>Over 60 Days</u>	<u>Over 90 Days</u>
\$ 442,733.55	\$ 1,015,621.72	\$ 646,668.99	\$ 1,997,024.24
2866 Accounts	3501 Accounts	3502 Accounts	4584 Accounts



Customer  
Payment  
Rate

<u># of Bills Mailed</u>	<u># of On- Time Payments</u>	<u>CPR Percentage Rate</u>
10,561	6,226	59%

- March 2019 Penalty & Interests fees were re-implemented.



# Billing Efficiency Rate

- Starting in January 2019, B&C started gathering data metrics on the accuracy of our bills that are mailed to customers.
- Criteria is based on the total number of adjustments executed per month vs. total number of bills mailed.
- Overall **BER** is currently (Jan – Mar)

**1.1%**

<u>Billing Month</u>	<u>Total # of Bills</u>	<u>Total # of Adjustments</u>	<u>BER Percentage</u>
January 2019	11,123	176	2%
February 2019	10,444	103	1%
March 2019	10,126	19	0.2%



# Current Utility Collection Actions

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Delinquent  
Utilities

Delinquent  
Notifications  
monthly

Shut-offs monthly  
(75K+ since Dec  
2018)

Disconnections on  
Mondays &  
Tuesdays monthly

Analysis done  
weekly (B&C and  
PW)



# Neighboring Localities

## They were asked...

**How do you measure the accuracy of your bills (gather data on the errors that come from utility billing)?**

- Chesterfield – All errors are gathered and tracked through their utility billing system and captured/reported in their **Audit Read Report**. They have an accuracy rate on actual bills that are printed and mailed to customers of **98%** accuracy.
- Dinwiddie County – similar to Chesterfield, they manage through their system through an **Error Report** generated by their utilities team. Their estimated billing accuracy is **96%**

**What is the monthly efficiency rate of your customers with on-time payments?**

- Chesterfield – Estimated **79%** of the customers pay on time monthly
- Dinwiddie – An estimated **74%**

**What has been your overall Annual Revenue Collection Rate for the last 3 years?**

- Chesterfield – Estimated greater than **90%** the last three years
- Dinwiddie – Averaging greater than **85%** the last three years

# Collection & Rates



## Revenue Collections

### Real Estate

1	\$6,053,803.31	\$5,654,399.65	\$ (399,913.78)	93.40%
2	\$6,054,867.45	\$5,451,402.36	\$ (603,465.09)	90.03%
3	\$6,059,277.84	\$4,255,984.16	\$ (1,803,293.68)	70.24%
4	\$6,059,125.32	\$288,914.07	\$ (5,770,211.25)	4.77%
	\$24,227,073.92	\$15,650,700.24	\$ (8,576,883.80)	64.60%



# Collection & Rates

- Real Estate Historic Data

2013	1	1	\$6,018,979.85	\$5,965,576.67	\$ (53,403.18)	99.11%
	2	2	\$6,112,990.03	\$6,057,394.29	\$ (55,595.74)	99.09%
	3	3	\$6,082,247.88	\$6,034,353.05	\$ (47,894.83)	99.21%
	4	4	\$6,168,609.21	\$6,128,149.40	\$ (40,459.81)	99.34%
<b>Year Total</b>			<b>\$24,382,826.97</b>	<b>\$24,185,473.41</b>	<b>\$ (197,353.56)</b>	<b>99.19%</b>
2014	1	1	\$6,283,296.77	\$6,234,734.73	\$ (48,562.04)	99.23%
	2	2	\$6,315,413.05	\$6,276,863.99	\$ (38,549.06)	99.39%
	3	3	\$6,333,622.05	\$6,303,171.54	\$ (30,450.51)	99.52%
	4	4	\$6,351,345.22	\$6,319,193.97	\$ (32,151.25)	99.49%
<b>Year Total</b>			<b>\$25,283,677.09</b>	<b>\$25,133,964.23</b>	<b>\$ (149,712.86)</b>	<b>99.41%</b>
2015	1	1	\$6,183,271.31	\$6,102,907.30	\$ (80,364.01)	98.70%
	2	2	\$6,193,988.28	\$6,105,271.32	\$ (88,716.96)	98.57%
	3	3	\$6,204,495.24	\$6,100,985.25	\$ (103,509.99)	98.33%
	4	4	\$6,260,055.64	\$6,173,597.57	\$ (86,458.07)	98.62%
<b>Year Total</b>			<b>\$24,841,810.47</b>	<b>\$24,482,761.44</b>	<b>\$ (359,049.03)</b>	<b>98.55%</b>
2016	1	1	\$7,080,270.54	\$6,905,608.63	\$ (174,661.91)	97.53%
	2	2	\$7,094,477.95	\$6,880,600.62	\$ (213,877.33)	96.99%
	3	3	\$7,130,291.23	\$6,916,593.48	\$ (213,697.75)	97.00%
	4	4	\$7,149,595.81	\$6,914,764.16	\$ (234,831.65)	96.72%
<b>Year Total</b>			<b>\$28,454,635.53</b>	<b>\$27,617,566.89</b>	<b>\$ (837,068.64)</b>	<b>97.06%</b>
2017	1	1	\$6,321,490.96	\$6,168,001.12	\$ (153,489.84)	97.57%
	2	2	\$6,323,845.12	\$6,042,011.30	\$ (281,833.82)	95.54%
	3	3	\$6,330,502.48	\$5,427,729.99	\$ (902,772.49)	85.74%
	4	4	\$6,365,932.65	\$5,898,195.61	\$ (467,737.04)	92.65%
<b>Year Total</b>			<b>\$25,341,771.21</b>	<b>\$23,535,938.02</b>	<b>\$ (1,805,833.19)</b>	<b>92.87%</b>
2018	1	1	\$6,053,803.31	\$5,654,399.65	\$ (399,403.66)	93.40%
	2	2	\$6,054,867.45	\$5,451,402.36	\$ (603,465.09)	90.03%
	3	3	\$6,059,277.84	\$4,255,984.16	\$ (1,803,293.68)	70.24%
	4	4	\$6,059,125.32	\$288,914.07	\$ (5,770,211.25)	4.77%
			<b>\$24,227,073.92</b>	<b>\$15,650,700.24</b>	<b>\$ (8,576,883.80)</b>	<b>64.60%</b>

# Collections & Rates



## Revenue Collections

### Personal Property

2019 1ST HALF	PP	\$	3,377,324.46	\$	(2,427,760.51)	\$	949,563.95	-71.88%
	MH	\$	12,642.59	\$	(7,554.25)	\$	5,088.34	-59.75%
	MT	\$	9,932.70	\$	(3,563.85)	\$	6,368.85	-35.88%
2019 1st HALF TOTAL		\$	3,399,899.75	\$	(2,438,878.61)	\$	961,021.14	-71.73%



# Collections & Rates

- Personal Property Historic Data

2017 1st Half TOTALS	PP	\$ 3,619,775.81	\$ (3,277,365.36)	\$ 342,410.45	-90.54%
	MH	\$ 10,105.88	\$ (8,215.89)	\$ 1,889.99	-81.30%
	MT	\$ 13,160.25	\$ (12,499.70)	\$ 660.55	-94.98%
<b>1st Half 2017 TOTAL</b>		<b>\$ 3,643,041.94</b>	<b>\$ (3,298,080.95)</b>	<b>\$ 344,960.99</b>	<b>-90.53%</b>
2017 2nd HALF	PP	\$ 7,007,946.21	\$ (6,235,886.07)	\$ 772,060.14	-88.98%
	MH	\$ 11,156.71	\$ (9,027.88)	\$ 2,128.83	-80.92%
	MT	\$ 1,768,073.92	\$ (1,735,357.70)	\$ 32,716.22	-98.15%
<b>2017 2nd Half Totals</b>		<b>\$ 8,787,176.84</b>	<b>\$ (7,980,271.65)</b>	<b>\$ 806,905.19</b>	<b>-90.82%</b>
<b>2017 YEAR TOTAL</b>		<b>\$ 12,430,218.78</b>	<b>\$ (11,278,352.60)</b>	<b>\$ 1,151,866.18</b>	<b>-90.73%</b>
2018 1ST Half	PP	\$ 3,438,852.31	\$ (2,883,156.98)	\$ 555,695.33	-83.84%
	MH	\$ 10,154.57	\$ (10,355.58)	\$ (201.01)	-101.98%
	MT	\$ 333,225.40	\$ (332,800.12)	\$ 425.28	-99.87%
<b>2018 1ST Half TOTAL</b>		<b>\$ 3,782,232.28</b>	<b>\$ (3,226,312.68)</b>	<b>\$ 555,919.60</b>	<b>-85.30%</b>
2018 2ND HALF	PP	\$ 7,652,145.24	\$ (6,375,439.65)	\$ 1,276,705.59	-83.32%
	MH	\$ 10,166.05	\$ (5,412.95)	\$ 4,753.10	-53.25%
	MT	\$ 1,892,595.25	\$ (1,101,708.85)	\$ 790,886.40	-58.21%
<b>2018 2ND Half TOTAL</b>		<b>\$ 9,554,906.54</b>	<b>\$ (7,482,561.45)</b>	<b>\$ 2,072,345.09</b>	<b>-78.31%</b>
<b>2018 YEAR TOTAL</b>		<b>\$ 13,337,138.82</b>	<b>\$ (10,708,874.13)</b>	<b>\$ 2,628,264.69</b>	<b>-80.29%</b>
2019 1ST HALF	PP	\$ 3,377,324.46	\$ (2,427,760.51)	\$ 949,563.95	-72%
	MH	\$ 12,642.59	\$ (7,554.25)	\$ 5,088.34	-60%
	MT	\$ 9,932.70	\$ (3,563.85)	\$ 6,368.85	-36%
<b>2019 1st HALF TOTAL</b>		<b>\$ 3,399,899.75</b>	<b>\$ (2,438,878.61)</b>	<b>\$ 961,021.14</b>	<b>-72%</b>



# Collections Partners



**Sands Anderson** (Real Estate)



**TACS** (Real Estate, Personal Property)



**The Rahman Group** (Real Estate, Personal Property, Utilities)



**Jason Dunn & Associates** (Real Estate, Personal Property, Utilities)

# Collections Partners



## ❖ Active Payment Plans

### ☐ Sands Anderson

- 19 Total payment plans

### Current Payment Plans

### ☐ TACS

Account Type	Number of Records	Paid To Date	Current Balance	Delinquent Amount
PBRG-BL	3	\$2,444	\$849	\$599
PBRG-PP	58	\$43,109	\$30,150	\$7,026
PBRG-RE	44	\$120,261	\$25,885	\$7,066



# Goals for FY19/20



**MASSIVE DMV STOP  
AUGUST 15<sup>TH</sup> 2019**



**TAX SALES (2 TO 3) BEFORE  
DECEMBER 2019 (NEXT TAX  
SALE JUNE 20, 2019)**



**GARNISHMENTS &  
LIENS (QUARTERLY)**



**DEBT SET-OFFS  
(NOVEMBER 7, 2019)**



**BANKRUPTCY POLICY**



**85% REVENUE  
COLLECTION RATE  
ACROSS ALL STREAMS  
(REAL ESTATE,  
PERSONAL PROPERTY  
& UTILITIES) YEARLY**



# Customer Service Experience

## November 2018

<u>Customer Service Category</u>	<u>Payments</u>	<u>Billing/Concerns</u>	<u>Other</u>	<u>Total #</u>
Reason for Visit	153	40	8	201
Customer Service Percentage(CSP) Calculation	76.12%	19.90%	3.98%	100.00%
<u>Customer Service Category</u>	<u>5 Mins or Less</u>	<u>10 Mins or Less</u>	<u>Longer Than 10 Mins</u>	<u>Total #</u>
Wait Time for Service	176	22	3	201
Average/Percentage Wait Time Per Customer	87.56%	10.95%	1.49%	100.00%
<u>Customer Service Category</u>	<u>Poor</u>	<u>Good</u>	<u>Excellent</u>	<u>Total #</u>
Overall Experience	5	59	134	198
Percentage	2.53%	29.80%	67.68%	100.00%



# Customer Service Experience

December 2018

<u>Customer Service &amp; Satisfaction Statistics</u>				
<u>Customer Service Category</u>	<u>Payments</u>	<u>Billing/Concerns</u>	<u>Other</u>	<u>Total #</u>
Reason for Visit	259	4	11	274
Customer Service Percentage(CSP) Calculation	94.53%	1.46%	4.01%	100.00%
<u>Customer Service Category</u>	<u>5 Mins or Less</u>	<u>10 Mins or Less</u>	<u>Longer Than 10 Mins</u>	<u>Total #</u>
Wait Time for Service	232	29	13	274
Average/Percentage Wait Time Per Customer	84.67%	10.58%	4.74%	100.00%
<u>Customer Service Category</u>	<u>Poor</u>	<u>Good/Fair</u>	<u>Excellent</u>	<u>Total #</u>
Overall Experience	1	34	239	274
Percentage	0.36%	12.41%	87.23%	100.00%



# Customer Service Experience

## January 2019

<u>Customer Service &amp; Satisfaction Statistics</u>				
<u>Customer Service Category</u>	<u>Payments</u>	<u>Billing/Concerns</u>	<u>Other</u>	<u>Total #</u>
Reason for Visit	120	11	7	138
Customer Service Percentage(CSP) Calculation	86.96%	7.97%	5.07%	100.00%
<u>Customer Service Category</u>	<u>5 Mins or Less</u>	<u>10 Mins or Less</u>	<u>Longer Than 10 Mins</u>	<u>Total #</u>
Wait Time for Service	107	23	8	138
Average/Percentage Wait Time Per Customer	77.54%	16.67%	5.80%	100.00%
<u>Customer Service Category</u>	<u>Poor</u>	<u>Good/Fair</u>	<u>Excellent</u>	<u>Total #</u>
Overall Experience	0	42	96	138
Percentage	0.00%	30.43%	69.57%	100.00%



# Customer Service Experience

February 2019

<u>Customer Service &amp; Satisfaction Statistics</u>				
<u>Customer Service Category</u>	<u>Payments</u>	<u>Billing/Concerns</u>	<u>Other</u>	<u>Total #</u>
Reason for Visit	35	10		45
Customer Service Percentage(CSP) Calculation	77.78%	22.22%	0.00%	100.00%
<u>Customer Service Category</u>	<u>5 Mins or Less</u>	<u>10 Mins or Less</u>	<u>Longer Than 10 Mins</u>	<u>Total #</u>
Wait Time for Service	40	5	0	45
Average/Percentage Wait Time Per Customer	88.89%	11.11%	0.00%	100.00%
<u>Customer Service Category</u>	<u>Poor</u>	<u>Good/Fair</u>	<u>Excellent</u>	<u>Total #</u>
Overall Experience	0	11	34	45
Percentage	0.00%	24.44%	75.56%	100.00%



# Customer Service Experience

## March 2019

<u>Customer Service &amp; Satisfaction Statistics</u>				
<u>Customer Service Category</u>	<u>Payments</u>	<u>Billing/Concerns</u>	<u>Other</u>	<u>Total #</u>
Reason for Visit	14	4	3	21
Customer Service Percentage(CSP) Calculation	66.67%	19.05%	14.29%	100.00%
<u>Customer Service Category</u>	<u>5 Mins or Less</u>	<u>10 Mins or Less</u>	<u>Longer Than 10 Mins</u>	<u>Total #</u>
Wait Time for Service	18	3	0	21
Average/Percentage Wait Time Per Customer	85.71%	14.29%	0.00%	100.00%
<u>Customer Service Category</u>	<u>Poor</u>	<u>Good/Fair</u>	<u>Excellent</u>	<u>Total #</u>
Overall Experience	0	2	16	18
Percentage	0.00%	11.11%	88.89%	100.00%