

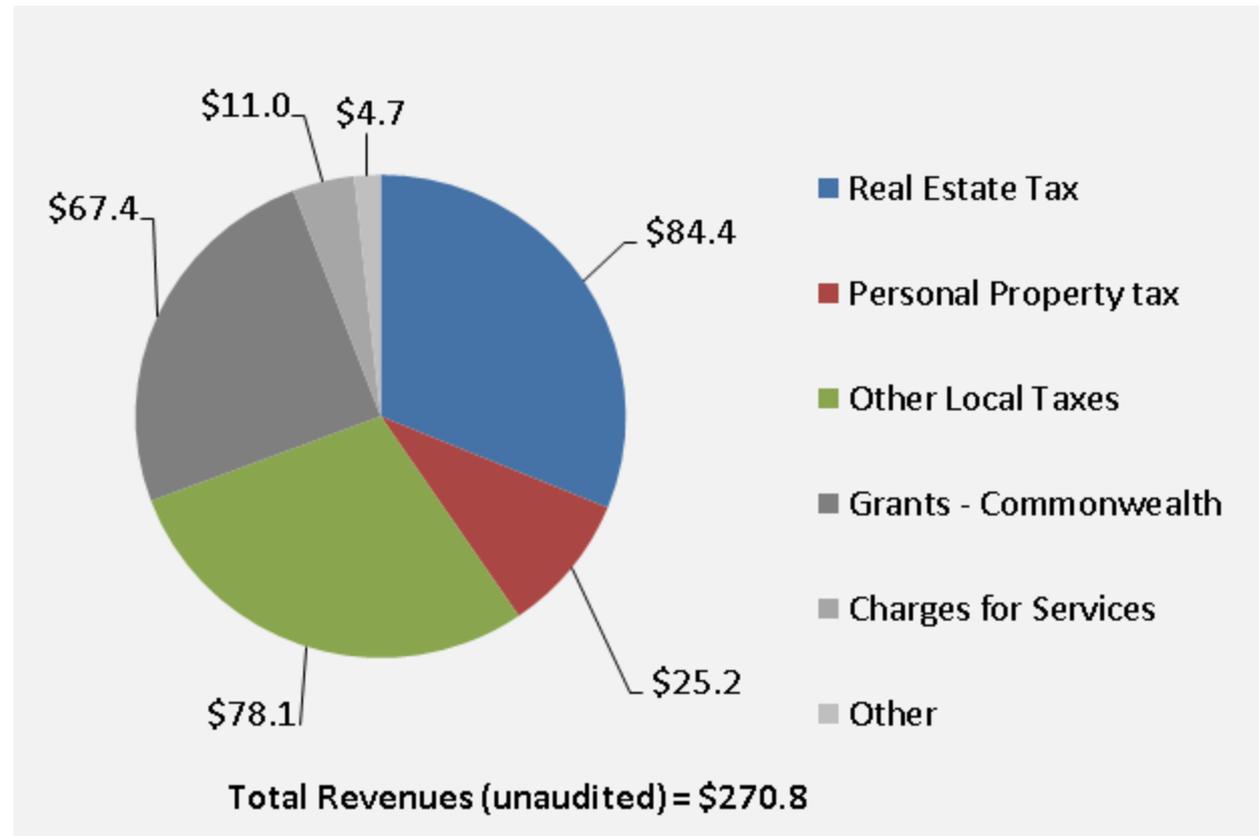
# CITIZEN-CENTRIC REVENUE

Improving The Customer Service Experience For The Taxpayer



# Total Revenue (in millions)

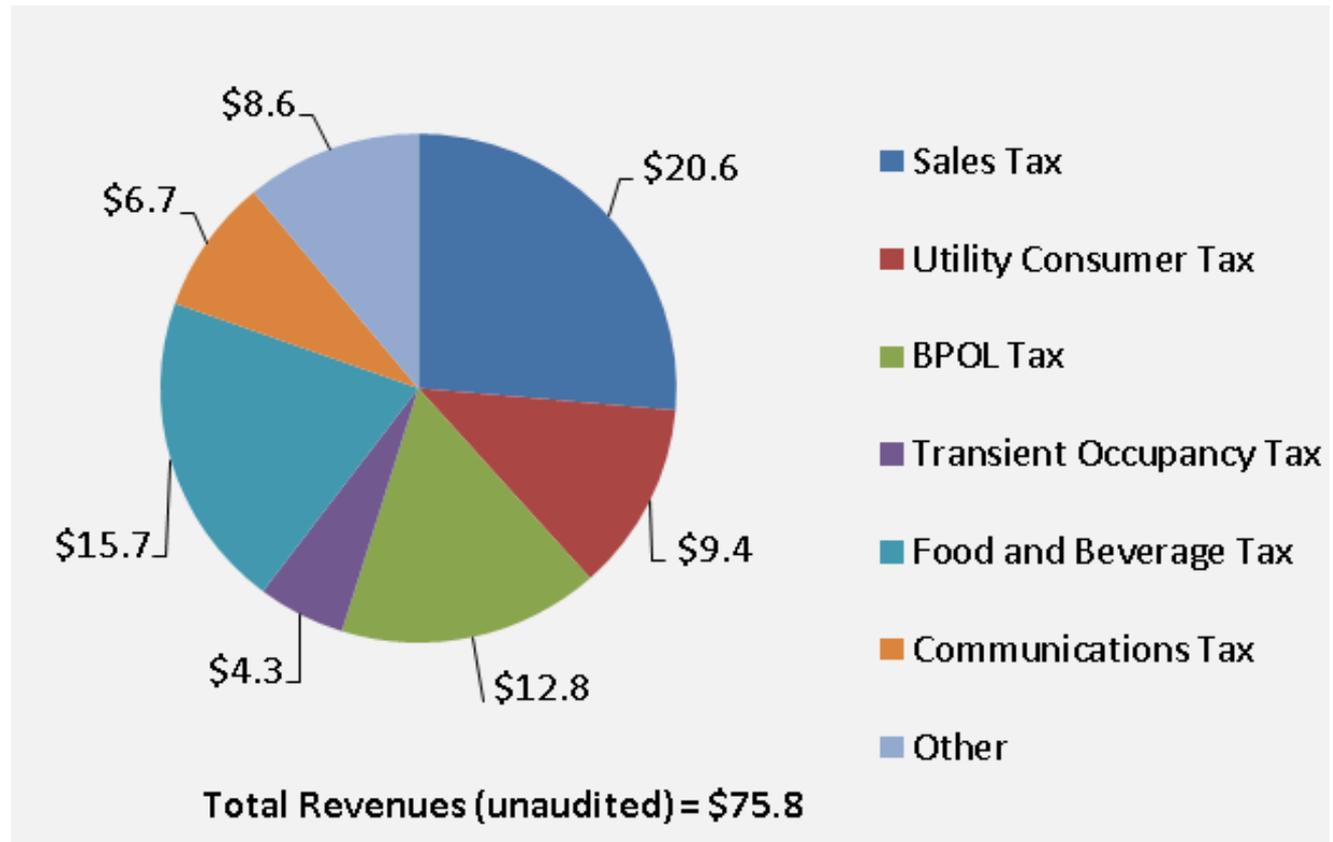
FY2016



Additionally, the City receives capital project, grant, and stormwater fee revenues.

# Other Local Taxes (in millions)

FY2016



# Vision

## To Improve the Customer Experience By:



Developing Efficient and Effective Processes and Functions

- Process improvements
- Process standardization

Implementing Centralized Tax, Billing, and Cashiering System

- Online customer access
- Tax billings on one platform
- Improved data availability

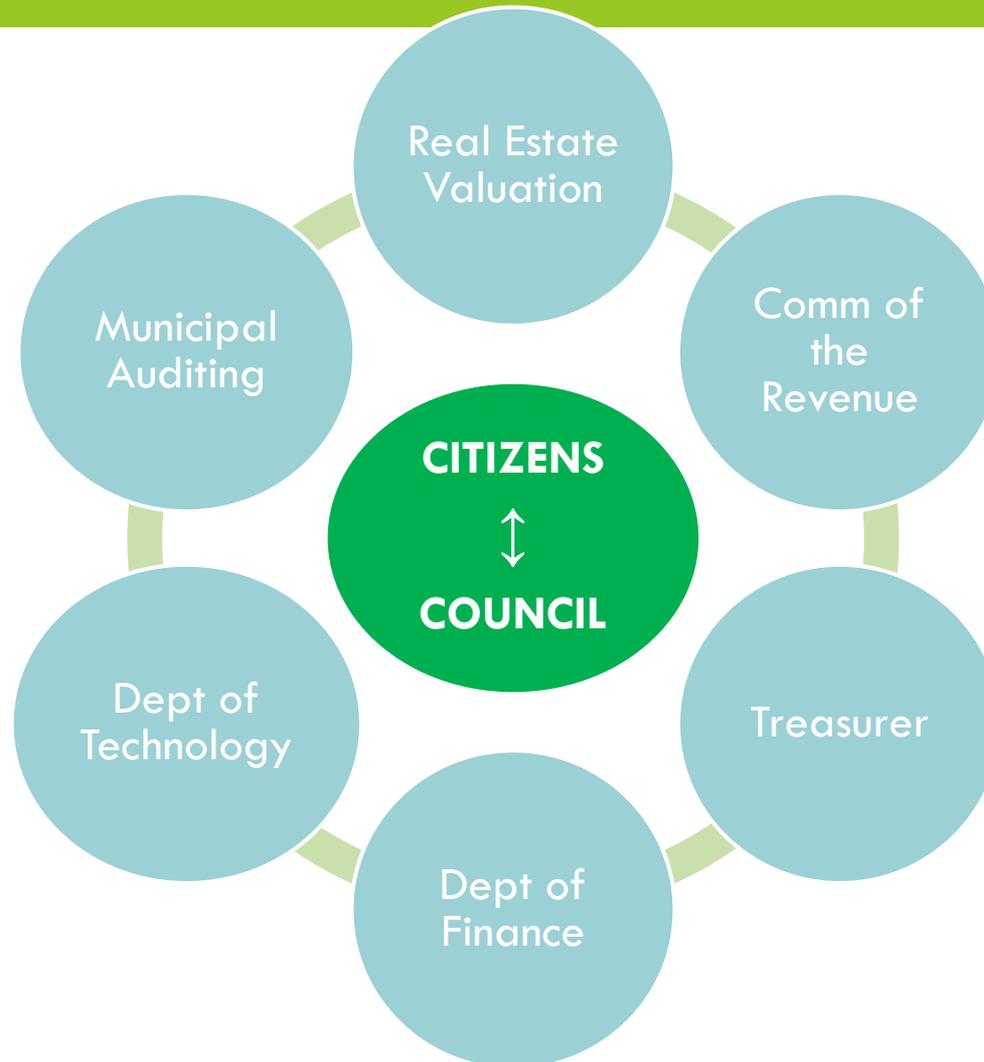
Improving Communication

- Revenue Governance Committee
- Reporting and Forecasting Tools

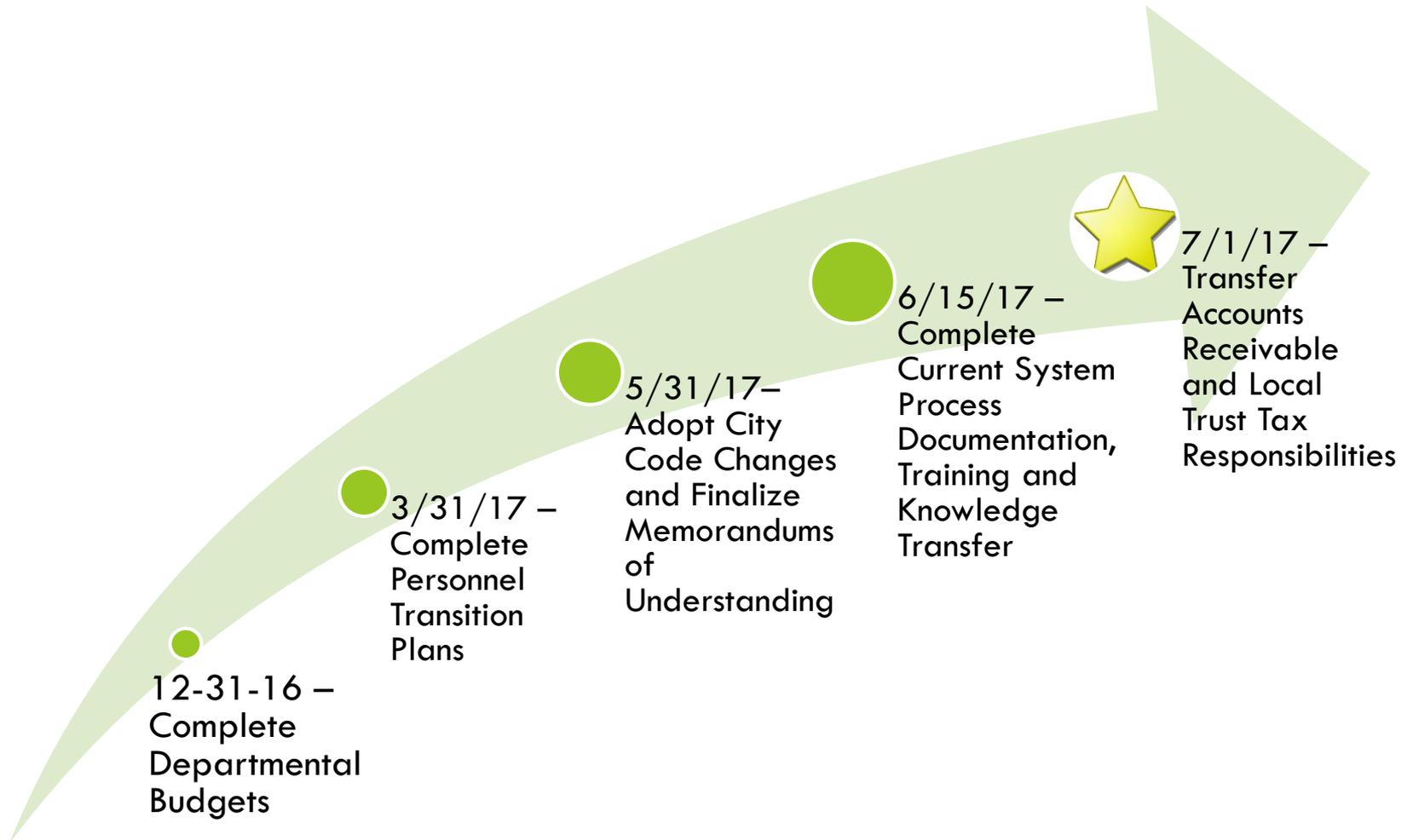
# History

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- 1980's – Office of Billings & Collections Formed
  - 2004 – WVWA Formed/Utility Billing Ceased
  - 2010 – Aumentum Real Estate & Cashiering Went Live
  - 2013 – Delinquent Tax Collections Transferred to Treasurer
  - 2014 – Parking Ticket Collections Transferred to Lancor
  - 2017 – Local Trust Taxes/Accounts Receivable Transferred

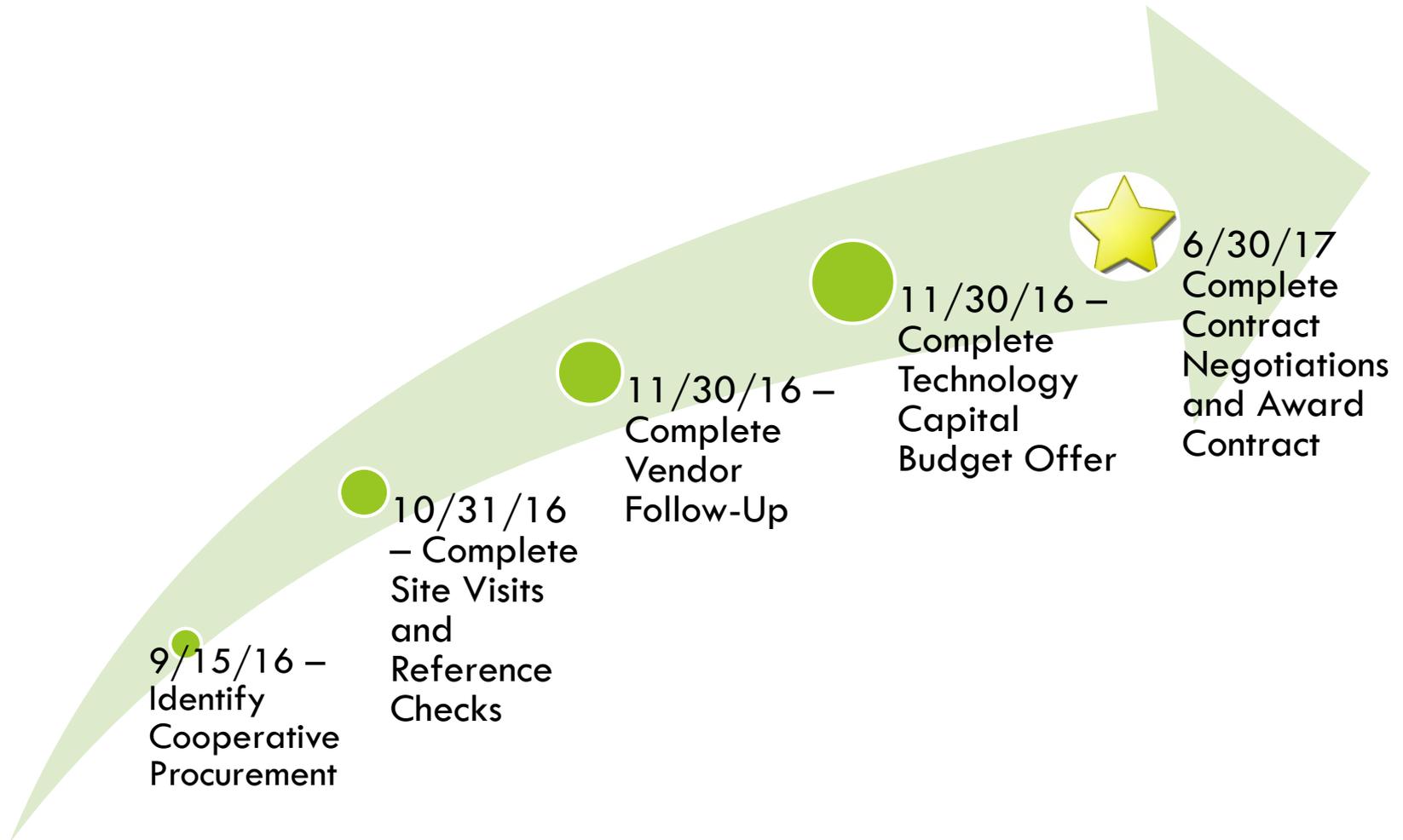
# Stakeholders



# Responsibility Realignment Timeline



# System Procurement Timeline



Based on a Cooperative Procurement

# Accomplishments-To-Date [Communications]

- Revenue Team created
  - Evelyn, Sherman, Terra, Greg, Dawn, Tasha
  - Meets every three weeks, ad-hoc meetings as needed
- Municipal Auditing meeting monthly with:
  - Director of Finance
  - Director of Technology
  - Director of Human Resources
- Knowledge transfer meetings with Finance
  - Includes Treasurer's Office, Commissioner's Office
  - Discussion of multiple topics
  - Advantage Accounts Receivable training

# Accomplishments-To-Date [Realignment]

- Working together on personnel transition plans, realignment, and hiring
- Currently documenting local trust tax procedures
- Realignment project plan created with milestone dates identified
- Working with City Attorney to identify required code changes
  - No Charter changes required

# Accomplishments-To-Date [System]

- Identified potential vendor
- Analyzing RFPs to verify cooperative procurement option
  - Two remaining – Cities of Charlottesville & Fairfax
- Working with other localities to plan site visits
  - Norfolk, Loudoun Co, Salem, and others
- Working with DoT on current system issues and prioritizing resolutions
- Small group attending vendor User Conference
  - Includes Treasurer's and Commissioner's Office & Auditing

# Next Steps [Realignment]

- Continue working together on:
  - Personnel transition plans
  - Knowledge transfer
  - Process documentation
- Identify physical space requirements and develop plan to address additional space needs
- Continue working with City Attorney's office on required code changes

# Next Steps [System]

- Visit vendor reference sites and other localities
- Work with Department of Technology on vetting vendor's technology references
- Have vendor back for additional presentation and questioning
- Make final determination on vendor viability
- Develop cost estimate and capital budget request
- Periodically update City Administration and Audit Committee/City Council

# Questions?

TEAMWORK  
MOTIVATION  
INSPIRATION  
LEADERSHIP  
VISION  
+ INNOVATION  

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SUCCESS

