

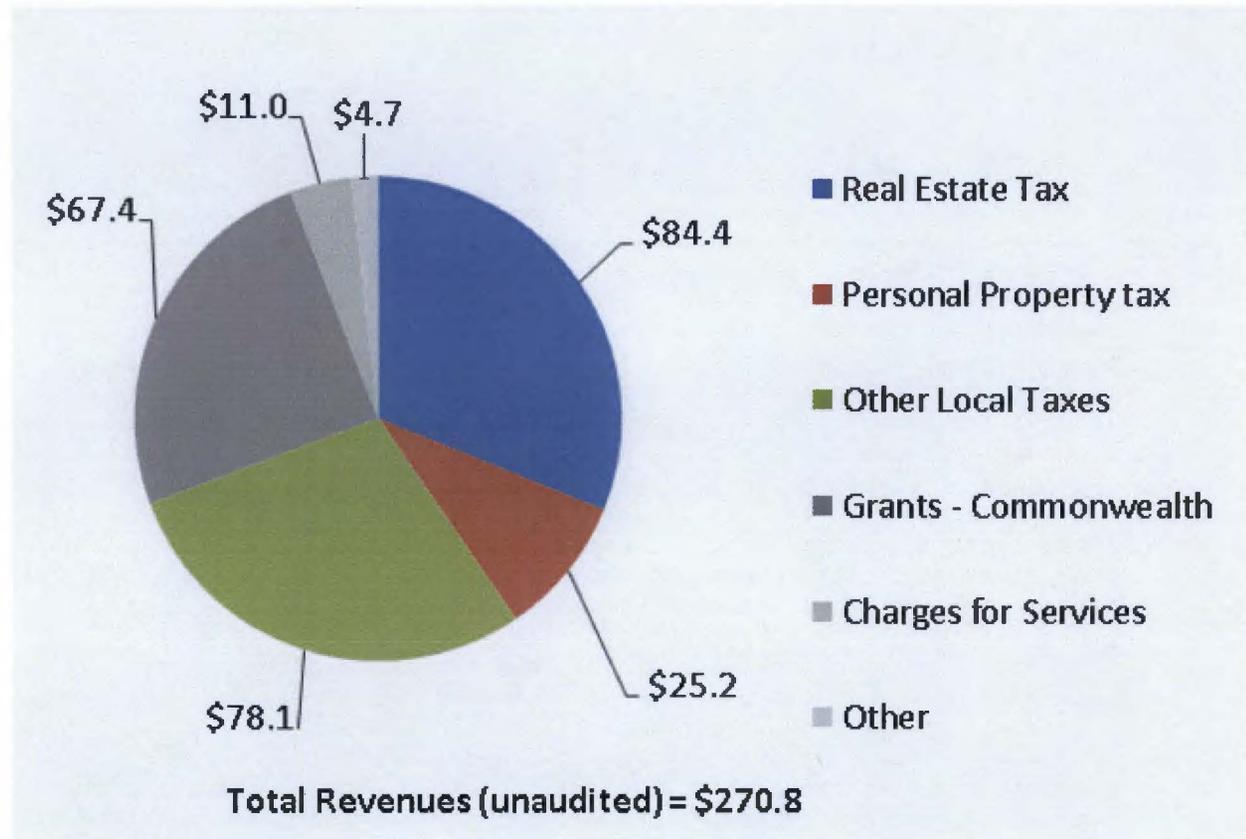
CITIZEN-CENTRIC REVENUE

Improving The Customer Service Experience For The Taxpayer



Total Revenue (in millions)

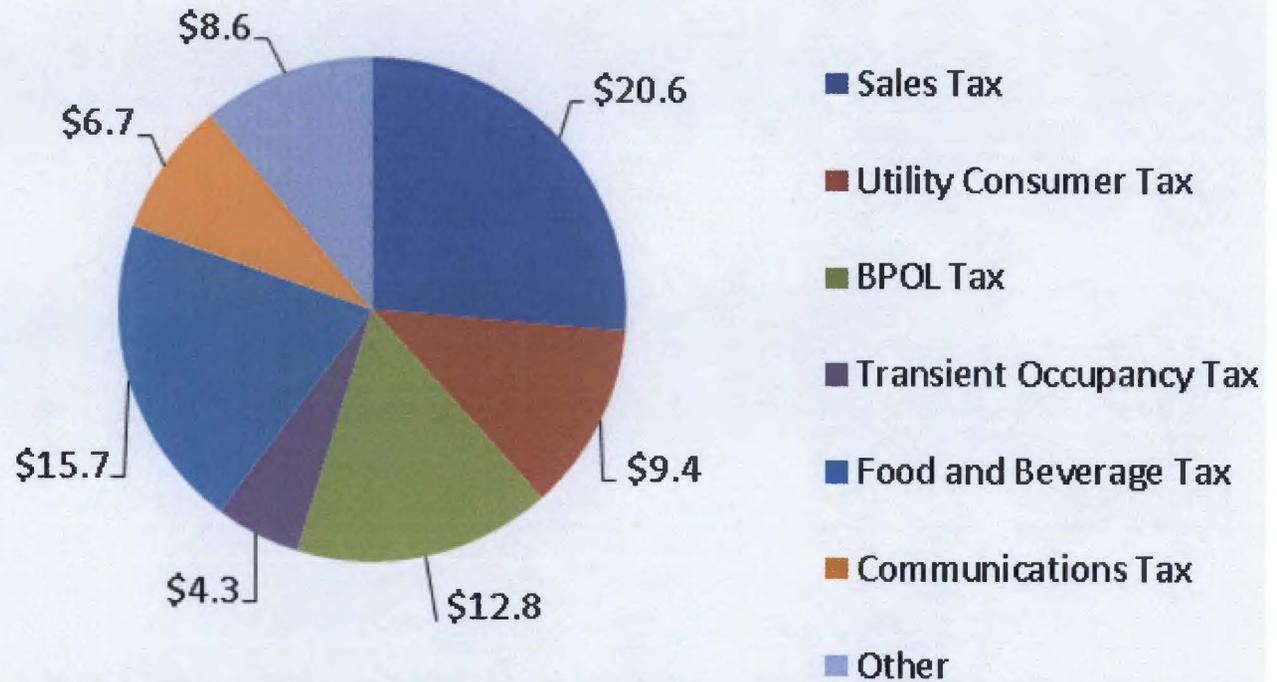
FY2016



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

Other Local Taxes (in millions)

FY2016



Total Other Local Tax Revenues (unaudited) = \$78.1

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

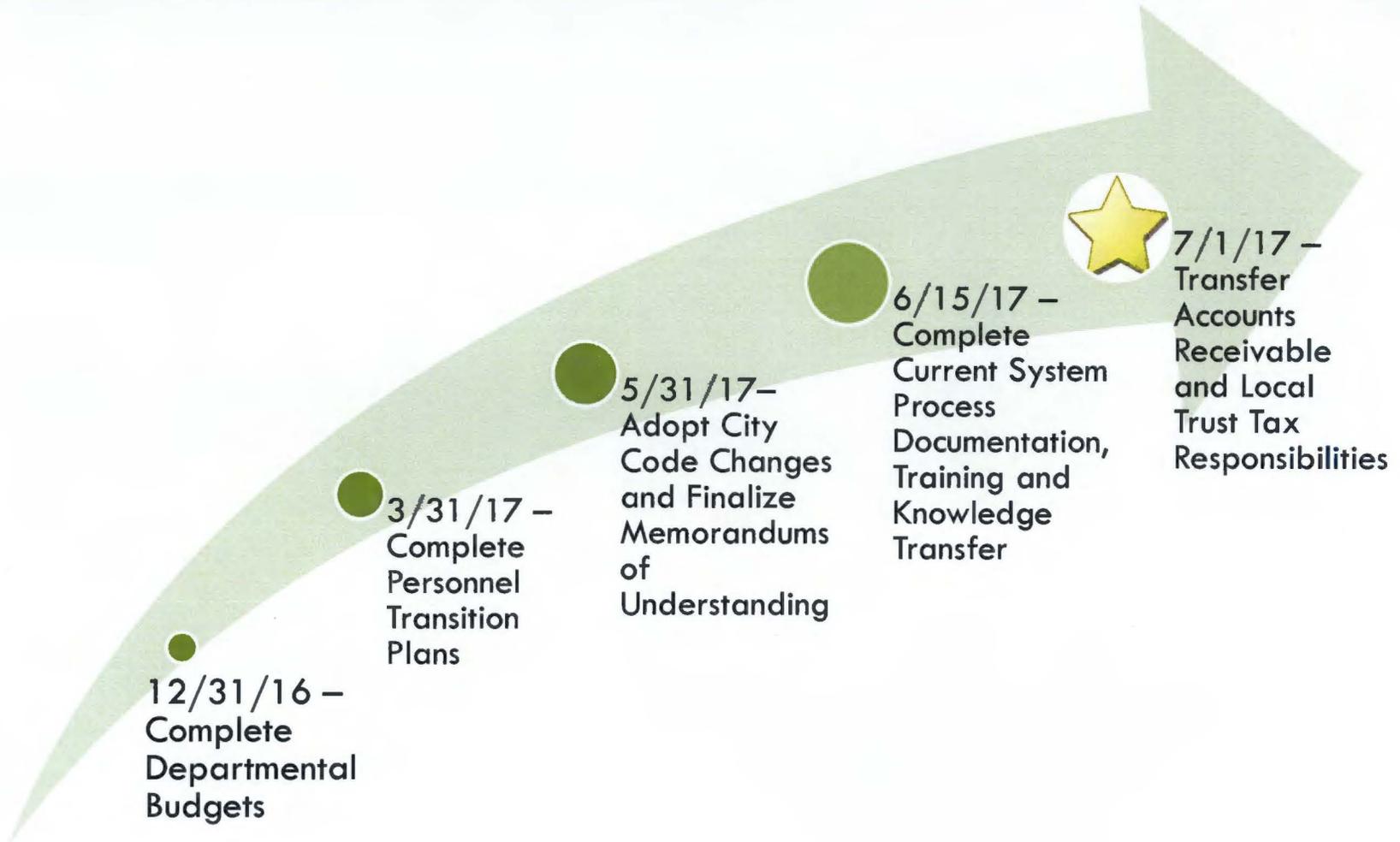
History

- 
- 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

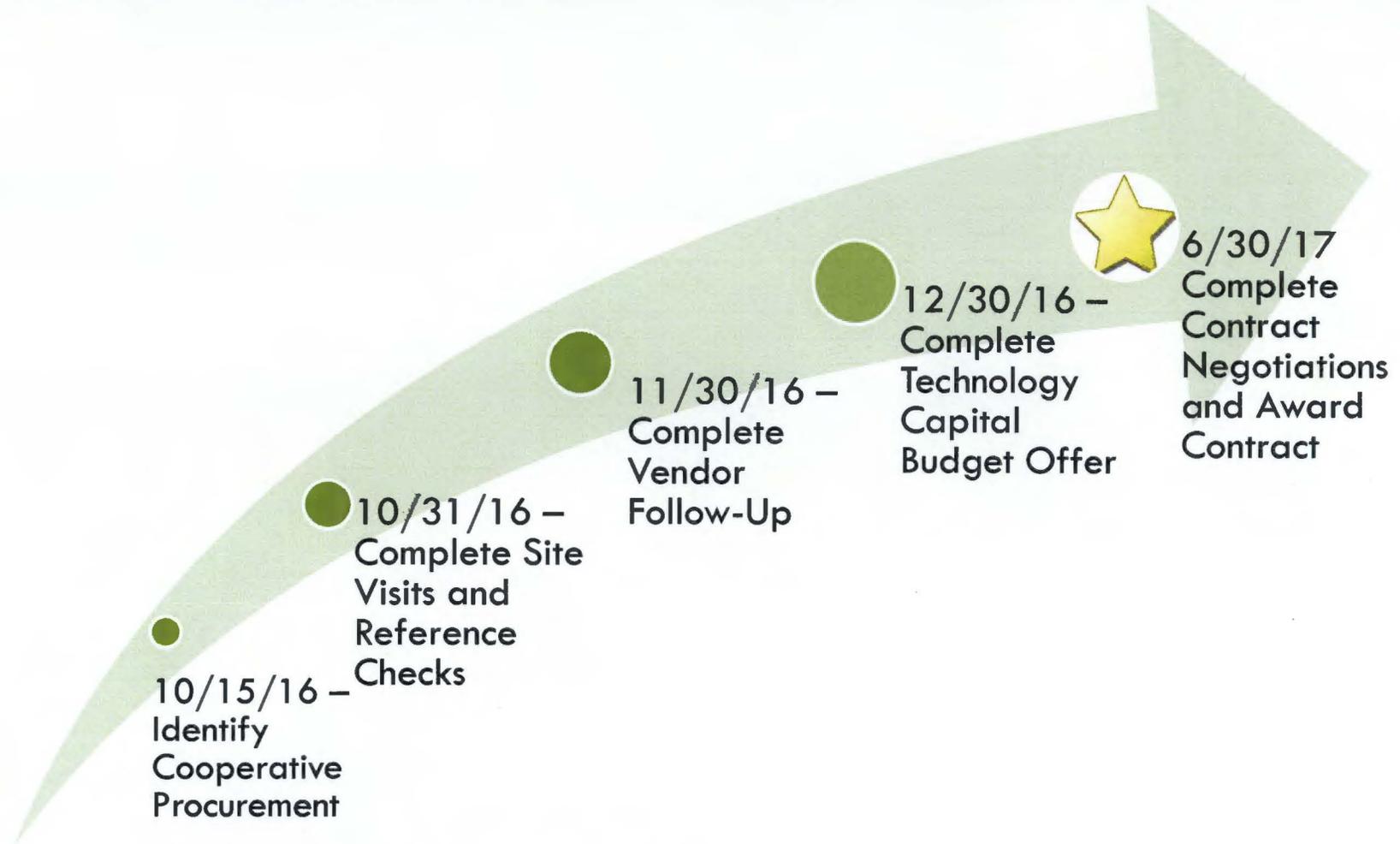
Stakeholders



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 two 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
- Analyzed RFPs to verify cooperative procurement option
 - ▣ Documenting final decision
- Site visits with other localities
 - ▣ Norfolk and Loudoun Co [scheduled]
 - ▣ Salem, Lynchburg, and others [planning]
- Small group attended vendor User Conference
 - ▣ Included Treasurer's Office, Commissioner's Office and Auditing
- Automation Coordinator working meetings
 - ▣ Documenting interfaces

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

SUCCESS

