

# REVENUE PROJECT UPDATE

## Audit Committee

March 7, 2018



# Project Overview

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## Realign Responsibilities

- Tax Assessment – Commissioner of the Revenue
- Billings and Collections – City Treasurer’s Office
- Accounting & Forecasting – Department of Finance

## Purchase Modern Revenue System

- Evaluate PCI Software
- Develop Functional Requirements
- Develop Budget and Funding Commitment
- Negotiate Contract via Cooperative Procurement

## Install New System and Streamline Processes

- Establish Project Team
- Develop Project Plan and Schedule
- Installation, Configuration, Conversion, Optimization
- Continuous Refinement and Improvement

# Realignment Substantially Completed

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PROGRESS  
TO DATE



- Commissioner's Office Assessing All Local Taxes
- Treasurer's Office Billing and Collecting All Taxes, Fees and Miscellaneous Billings
- Unified Expenditure and Revenue Forecasting by Merged Finance and Budget Departments
- Revenue Team Promoting Collaboration and Communication

# Realignment Pending Items

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TO DO

- Develop and Sign Formal Agreements with Commissioner and Treasurer
- Update Cigarette Tax Ordinance Regarding Enforcement (Seizures, Appeals, Disposals)
- Stabilize Accounts Receivable System Functionality and Performance



# Revenue System Purchased

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- Contract with PCI Signed and Executed (3/1/18)
- Total Contract Value
  - ~ \$1.3 Million
  - Software License
  - Installation
  - First Year Support
- Costs for Support, Upgrades, and Maintenance
  - ~\$124,000 Year 2
  - Annual Increases Indexed to Inflation with 5% Max

# System Implementation - Scope

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## Commissioner:

- ❑ Real Estate Tax
- ❑ Property Tax
- ❑ Business License Tax
- ❑ Trust Taxes
- ❑ State Tax
- ❑ Customer Portal

## Treasurer:

- ❑ Cashiering
- ❑ Miscellaneous A/R
- ❑ Collections [Current & Delinquent]
- ❑ Debt Set-Off
- ❑ Treasury Management
- ❑ Customer Portal

# System Implementation - Timeline

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## Goal for All Systems to Go Live Concurrently

- 24 Months from Project Kick Off [Tentative]

## Factors Affecting Timeline

- Availability of City Staff
  - Demands of Routine Daily Operations
  - Dedicated Project Time to Enable Focus
  - Planned and Unplanned Absences
- Condition of Legacy Systems and Data
- Changes in Laws and Regulations
- Customization

# System Implementation – Planning Phase

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## Define and Assign Project Roles

- ▣ Steering Committee
- ▣ Subject Matter Experts (SMEs)
- ▣ Project Management and Support

## Validate Functional Requirements

- ▣ Largely Based on Specifications in Contract
- ▣ Reflects Current State - Existing Processes & Legacy Systems



# System Implementation – Planning Phase

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## Business Process Review

- In-depth Discussions with Subject Matter Experts (SMEs)
- Identify Process Improvements
- Address Gaps Between Processes and System Functionality
- Refine Identified Processes with Stakeholders
- Agree on Final Project Plan, Configuration & Implementation

# System Implementation – Planning Phase

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## Demo System Delivery

- Load Software on City Server Using Demo Data
- Setup SMEs as Users
  - Introduction to System
  - Training and Familiarization
- Working with Department of Technology

# System Implementation – Planning Phase

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## Base System Delivery

- ▣ Load Software on City Server
- ▣ Configure Basic Functionality
- ▣ Setup SMEs as Users
- ▣ Working with Department of Technology

*Data Conversion, System Configuration, Testing and User Acceptance Phases Will Be Covered in Future Committee Briefings*

QUESTIONS?