

City of Petersburg 20 Point Transition Plan for Billing & Collection Operations

The Robert Bobb Group, LLC
September 30, 2017

Purpose of this Document

This document provides a 20 Point Transition Plan to guide the redesign of the City's Billing & Collection operations.

Background: In July 2017, City Council approved the reinstatement of a City Collector based on Section 3.14 of the City Charter. This action transitions collection functions from the Treasurer's Office to the chartered City Collector. In August 2017, the City Manager decided to combine Utility Billing with the new City Collector's scope. This Transition Plan focuses on a consolidated Office of The City Collector and Utility Billing.

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Guiding Principles – “Guard Rails”

1. **The City Cannot Retreat:** It is critical that the City’s day to day billing, payments and collections activities do not stop or be negatively impacted. Any disruption to billing and collections will recreate the same dire financial scenario as in 2016 when Utility Billing did not occur. Not maintaining the current state minimum level of payment and collections could risk making Payroll and paying vendors.
2. **This Effort Requires Strong Executive Oversight:** The Implementation Team must include, in addition to the new Director of Billing & Collections, the City Manager, the Chief Financial Officer, the Procurement Officer, and other staff or consultants as needed.
3. **A fully integrated Cross Functional Team Will Take Time:** Utility staff must learn City Tax, Revenue and Collections payments and former Treasurer staff must learn Utility billing. This team will need strong financial controls, policies and procedures. Combining billing, payments and collection operations into one office can incentivize fraudulent behavior without strong controls and management.

Transition Plan Executive Summary

The Transition Plan is based on 20 Action Items detailed in this document.

- 1. Create the Implementation Team and Act With Urgency:** The revenue scope is \$100+ Million from all City funds. This is a “Start Up” business enterprise where URGENCY is a Top Priority. The new City Collector Office can potentially result in a significant increase in revenues.
- 2. Establish One Consolidated Office Space for Utility Billing and Treasurer Staff in City Hall:** this includes 6 staff and the Director (total 7 FTEs).
- 3. Create an Employee Training Plan:** The Director must develop a Plan for Employee Training that includes cross training for a fully integrated Billing and Collections Office.
- 4. Implement a Staffing Policy:** The Director must have a Staffing Policy that manages staff attendance to ensure customer service delivery.
- 5. RFP Process for all Delinquent Collections Services:** We recommend the City issue a comprehensive RFP for a “One Stop Shop” for all delinquent Collections services by November 15TH.

Note: Per the Comp Board, the Treasurer can keep 2 positions. Our plan assumes the other 2 positions join the Collector Office.

Transition Plan Executive Summary

6. **Start the Real Estate Tax Sale process and cancel the Propel contract.**
Send the data file to Sands Anderson and kick start the Real Estate Tax Sale process. Per the Propel contract: *“The Treasurer agrees to repay all principal amounts unpaid to Propel by the Taxpayer..”*
7. **Pursue Delinquent Utility Billing Collections:** The City lacks a process for collecting delinquent accounts. AS400 data shows an average monthly ~\$200,000 uncollected utility revenue. The FY2016 CAFR reports \$1.5M in Utility Accounts Receivable. The City must understand this difference.
8. **Implement the Comprehensive Recommendations from the Severn Trent Report:** The Director should implement the recommendations to reforming the Utility Billing office based on the Severn Trent Report.
9. **RFP Process for all Banking Services.** Currently, Suntrust provides all banking services for the City. This service should be competed and fees negotiated to ensure the best service to the City.
10. **RFP Process for Security Services.** Security system similar to a bank and approved by the Police Department, security personnel onsite.

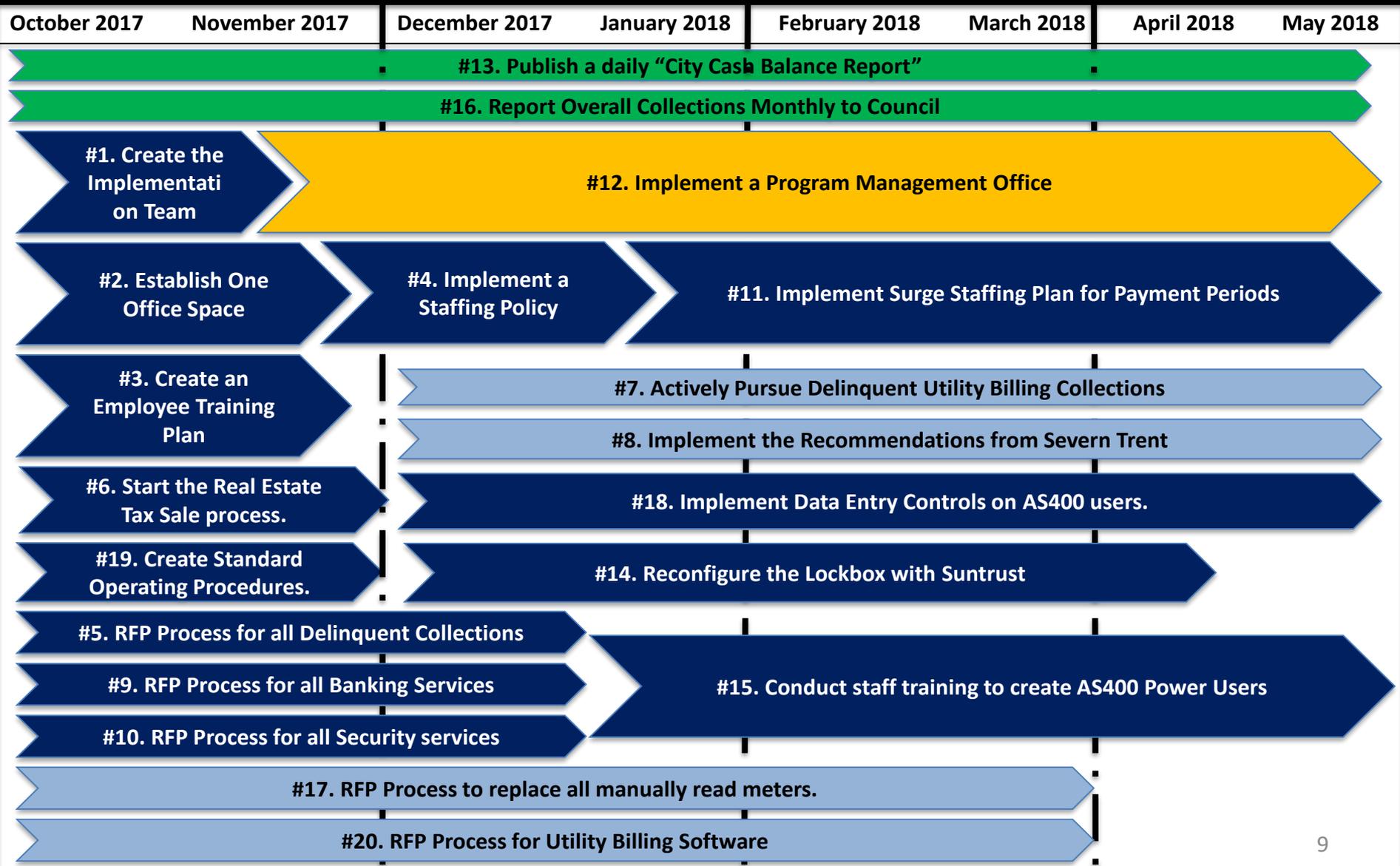
Transition Plan Executive Summary

- 11. Implement a Surge Staffing Plan for Peak Payment Periods:** Staff must create a “Surge Staffing Plan” during Peak Payment Periods (e.g., March and June due dates).
- 12. Implement Program Management Office (PMO)** to manage the entire transition, including a jointly staffed PMO including the Meters Supervisor and the Collector.
- 13. Publish a daily “City Cash Balance Report”** and the City Collector and Finance Director should review it daily.
- 14. Reconfigure the Suntrust Lockbox** to reduce errors and manual processes associated today with online bill payment.
- 15. Conduct training for all staff (6 Staff and 1 Director) to access data in AS400, write queries and make everyone a “Power User.”**

Transition Plan Executive Summary

16. **Report on overall collections monthly to Council** including Payments to the City, Collections Remitted, Utility Billings & Collections, delinquent account reporting (what was sent to vendor and what was collected).
17. **RFP Process to replace all manually read meters and all commercial meters.** Manage through the Joint Meters & Billing PMO.
18. **Implement Controls on ALL Staff users of AS400.**
19. **Develop Business Process Documentation that includes financial policies and Standard Operating Procedures (SOP's).**
20. **RFP Process for Utility Billing Software** that includes at a minimum:
Ability to run a Run a 90 Day Delinquent Report, Run a Cut Off Report, and view entire customer history – all with 1 Click of a Button

Transition Project Plan: 4 Stages



RBG Approach

Framework for the Redesign of
Billing & Collections

RBG Framework for the Redesign

It is critical that for each area Policies, Practices & Procedures are well defined

RBG's Transition Plan for the redesigned office for City Collections is based on 6 key areas:

Customer Service Delivery

Service Delivery: focus on how staff serve customers and stakeholders

Business Processes

Business Processes: focus on how staff and customers manage the money

Technology

Technology: focus on the underlying systems that support the business

Data & Reporting

Data & Reporting: focus on data in/out of the systems, and reporting

Controls & Governance

Controls & Governance: focus on ensuring financial integrity and compliance

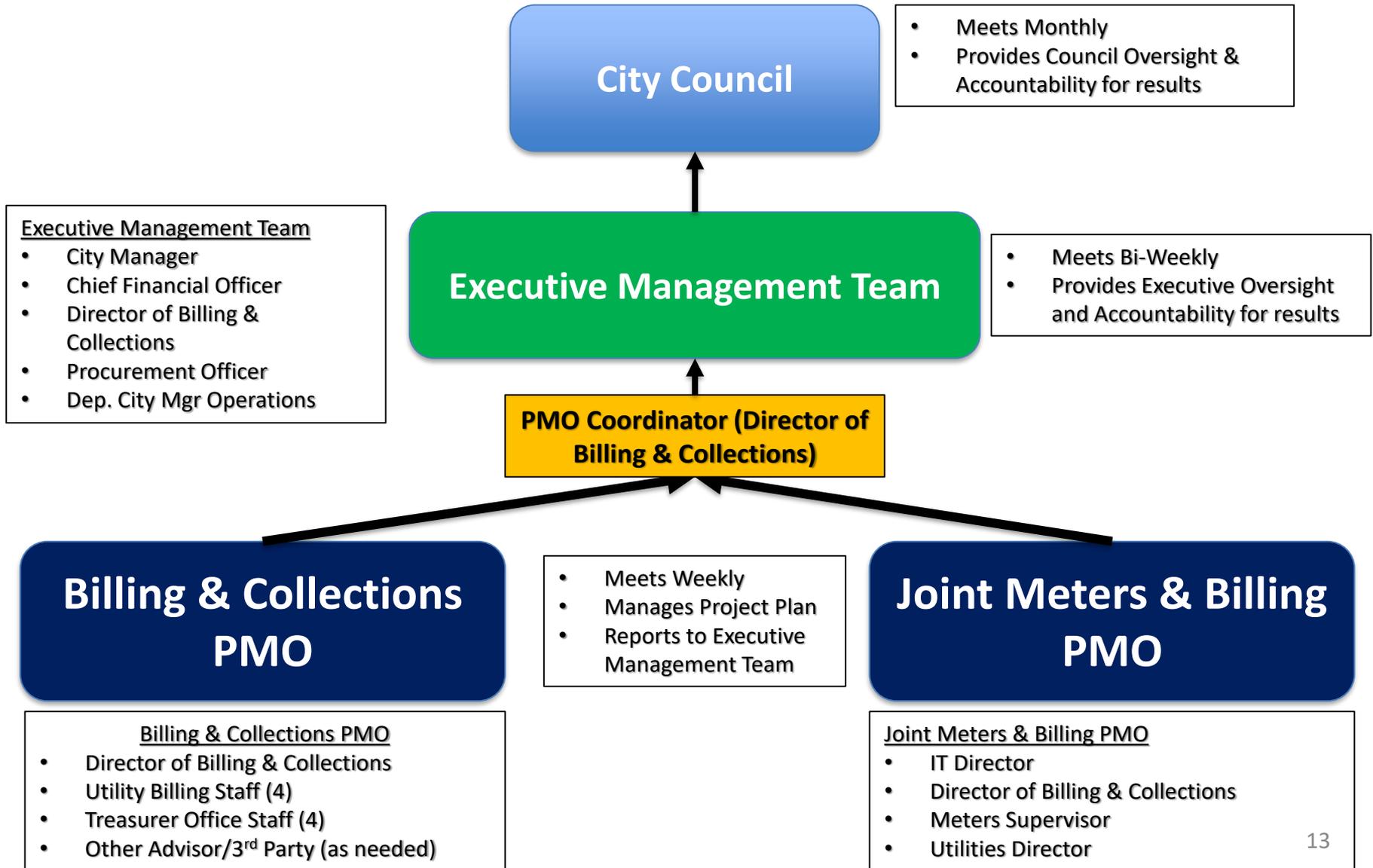
Staffing & Training

Staffing: focus on People, their roles and skill sets

Create an Implementation Team

- Create an **Implementation Team** and **Act With Urgency**
- The Implementation Team includes the **Director of Billing & Collections, City Manager, the Chief Financial Officer, the Procurement Officer**, and other critical resources (e.g., 3rd parties).
- The scope of revenues is \$100+ Million from all City funds. This is a “Start Up” business enterprise where URGENCY is a Top Priority. The new City Collector Office can potentially result in a significant increase in revenues.
- **THERE IS A HIGH RISK OF IMPLEMENTATION FAILURE**

Structure for Management Oversight



Structure for Executive Management

- **Executive Management Team:**
 1. Provides high-level oversight, direction, and support
 2. Ensures the PMO executes on the Transition Plan
 3. Provide resources as needed
- **Attendees**
 1. City Manager
 2. Chief Financial Officer
 3. Director of Billing & Collections
 4. Procurement Officer
 5. Dep. City Mgr Operations
- **Meets Bi-Weekly**

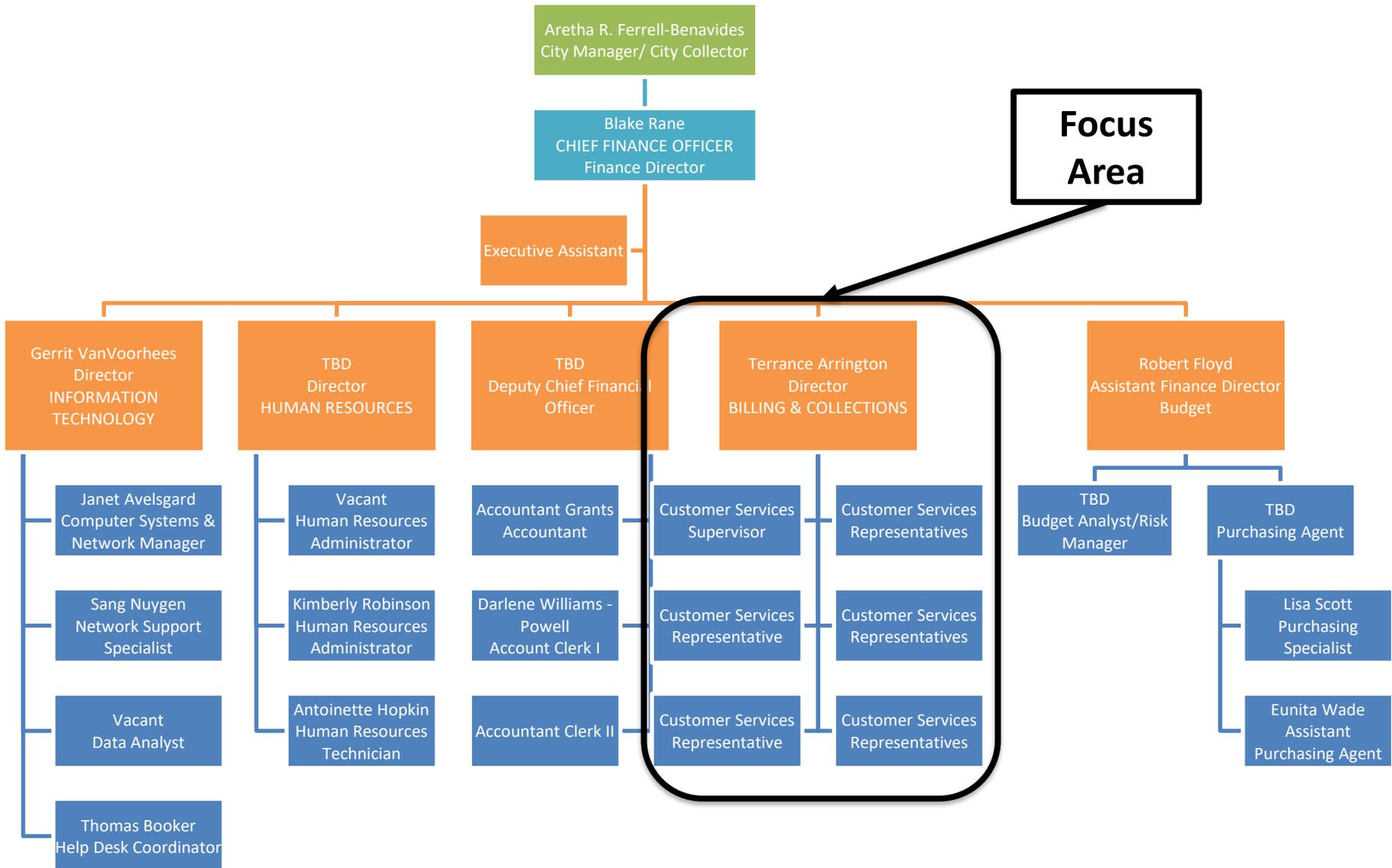
Structure for Billing & Collections PMO

- **Billing & Collections PMO:**
 1. Manage Project Plan for Transition
 2. Manage Reporting to Executive Management Team
 3. Manage Risk to Implementation
- **Attendees**
 1. Director of Billing & Collections
 2. Utility Billing Staff (4)
 3. Collector Office Staff (4)
 4. Other Advisor/3rd Party (as needed)
- **Meets Weekly**

Structure for Joint Meters & Billing PMO

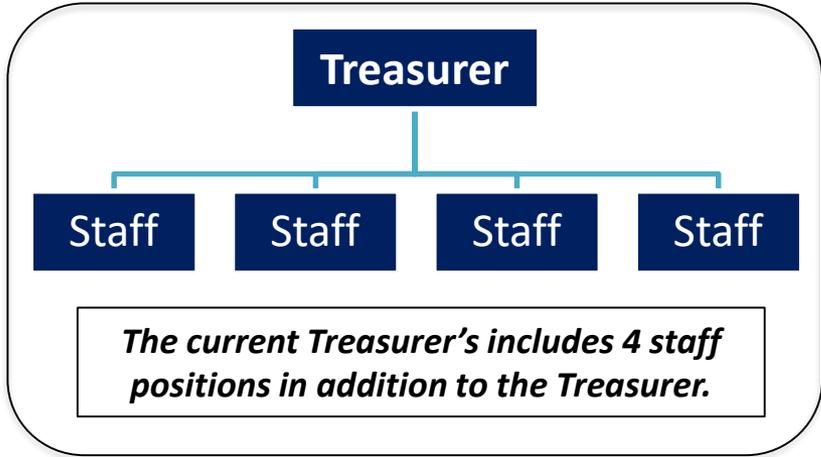
- **Joint Meters & Billing PMO:**
 1. Manage Project Plan
 2. Reports to Executive Management Team
 3. Manage Risk to Implementation
- **Attendees**
 1. IT Director
 2. Director of Billing & Collections
 3. Meters Supervisor
 4. Utilities Director
- **Meets Weekly**

Finance Org Chart with Collector Office



Budget Planning – Treasurer

Current Treasurer Org Chart (Before Transition)

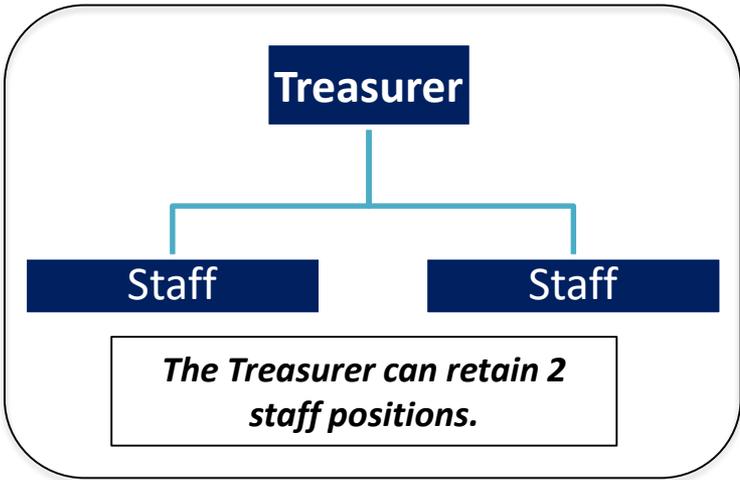


Current State	FY 2018 Budget	FY18 Reimbursable by Comp Board	City Responsibility
Full Time Salaries (5 positions)	211,432	106,929.04	104,502.96
FICA	16,175	8,180.07	7,994.93
V.R.S.	25,393	2,277.59	23,115.41
Hospitalization/Medical Plans	36,789		36,789.00
Group Insurance	2,770	299.40	2,470.60
Legal Fees - Delinquent Real Estate	2,500		2,500
Credit Card Fees	720		720
Other Contractual Services	161,096		161,096
Contractual Services-Adm Fees	68,464		68,464
Advertising	2,400		2,400
Travel	500		500
Office Supplies	25,000		25,000
Comp Board Cost Recoveries		(2,056.38)	
Total	553,239	115,629.72	435,552.90

Original Treasurer Budget included \$435,552.90

Budget Planning – Treasurer

Treasurer Org Chart (After Transition)



Note: City Administration needs to present to Council a Budget Amendment that defines the budget of the new Collector office based on the reorganization. Finance needs to work with the Comp Board to understand the compensation changes.

Start October 1 City Collector		FY 2018 Budget Revised to Reflect CB Min	FY18 Reimbursable by Comp Board (Oct. 1)	City Responsibility
City Treasurer	Full Time Salaries (3 positions)	122,592	99,023	23,569
	FICA	9,378	7,575	1,803
	V.R.S.	14,723	2,109	12,614
	Hospitalization/Medical Plans	22,073		22,073
	Group Insurance	1,606	277	1,329
	Legal Fees - Delinquent Real Estate			
	Credit Card Fees			
	Other Contractual Services			
	Contractual Services-Adm Fees	68,464		68,464
	Advertising			
	Travel			
	Office Supplies	5,000		5,000
	Comp Board Cost Recoveries			(2,056)
	Total	243,837	106,928	134,853

The Treasurer's Budget reduces to \$134,853

Budget Planning – New Collector

Start October 1 City Collector	Budget Item	FY 2018 Budget Revised to Reflect CB Min	FY18 Reimbursable by Comp Board (Oct. 1)	City Responsibility
City Collector	Full Time Salaries (3 Positions)			106,581
	Part-Time			12,518
	FICA			9,111
	V.R.S.			12,800
	Hospitalization/Medical Plans			22,073
	Group Insurance			1,396
	Legal Fees - Delinquent Real Estate			5,000
	Credit Card Fees			720
	Other Contractual Services			195,000
	Advertising			4,000
	Travel			500
	Office Supplies			25,000
	Comp Board Cost Recoveries			
	Total			-
	\$16K moved from \$110K to Pay for Council Directed Salary Increases			16,000
	Total City Spend (has to be below F17 to stay in Balance)			545,553

Utility Billing Staff (4) are funded from the Enterprise Fund. *Note: A portion of the Director salary may need to come from this fund.*

A net new 1 person is included in this office and staff will need to monitor the City-wide budget to ensure that all positions have a source of funding.

There is \$394,700 currently available in the City Collector budget to offset the costs of the Transition.

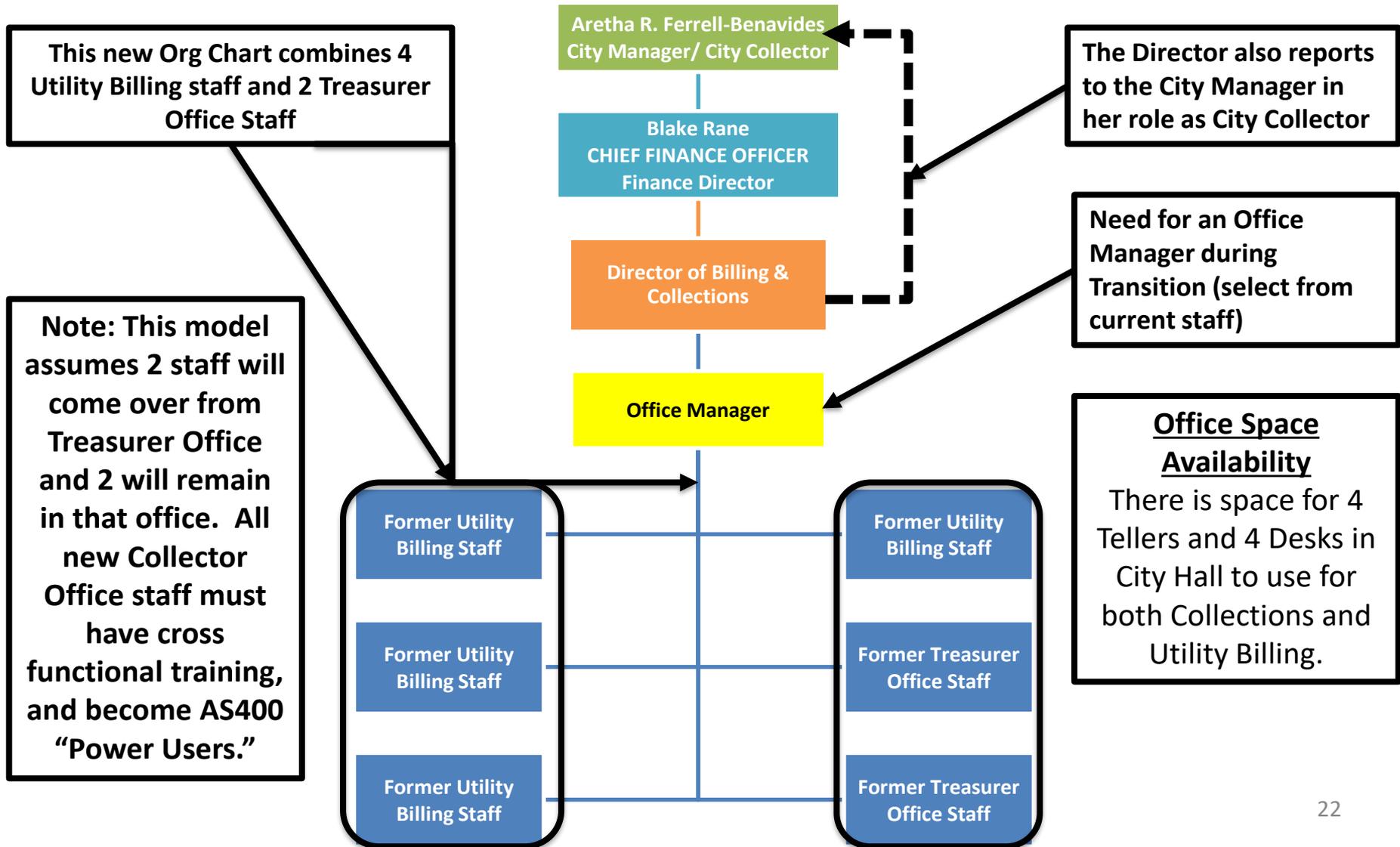
The Budgets for the Treasurer’s Office and the new Collector’s Office should be sufficient to support the Transition.

Note: In the event of other staff changes, the assumed staff budget will change.

One Space for Billing & Collections

- **Centralize all 6 staff and Director in City Hall**
- This includes 4 Utility Billing staff, 2 Treasurer Office staff and the Director (total 7 FTEs).
- Elected Treasurer retains 2 staff positions
- There are 4 cashier terminals available for payments with connectivity to AS400.
- By centralizing all Billing & Collections operations, customers and staff can solve billing related questions and make payments without moving between different buildings.

Recommended Structure for a Consolidated Office of The City Collector



What Will the New Office Look Like?

- The new Billing and Collections Office will combine **4 staff** from Utility Billing with **2 staff** from the Treasurer's Office. **Total 6 staff including 1 director.**
- The scope of work for the new office will combine:
 1. **Treasurer cashier activities** for all revenues and taxes
 2. **Treasurer collection activities** for all revenues and taxes
 3. **Utility Billing activities** for all accounts (residential and commercial)
 4. **Utility Collections activities** for all accounts (residential and commercial)

Need for Cross Training for Staff

- **The Director must develop a Plan for Employee Training** that includes cross training for a fully integrated Billing and Collections Office
- **It is Critical for the Director** to cross train all staff across all Billing and Treasurer's functions
 - Cashiering, AS400 data entry, Lockbox
 - Utility Bills, 90 Day Delinquencies, Cut Offs
 - Customer Engagement

CAUTION: A realistic Training Plan that includes BAI resources is critical to accomplish this Action Item.

Need for Staffing Policy

1. We identified a need for a Staffing Policy that ensures **office “power users” are present** in the office during business hours, or back filled with advance notice
2. “Power users” refer to key staff in Utility Billing and the Treasurer’s Office who can pull data from AS400, query customer accounts and manage data updates in the system
3. Staffing and Attendance are within the domain of the Human Resources department so RBG will defer to HR to provide this policy

Critical 3rd Party Services – One RFP

We recommend the City issue one comprehensive RFP for a “One Stop Shop” for all Collections services

Guiding Principles for RFP Development

1. Strong recommendation to re-compete the current contracts for performance based contracts
2. Robust emphasis on data reporting
3. Analytics
4. Key Performance Indicators (KPI's)
5. Technology driven

The RFP should include EVERY area in which revenues are earned by the City including (e.g., Meals Tax, Business Taxes, Business Licenses, Hotel Occupancy Taxes, etc)

Critical 3rd Party Services - Treasurer

Send the Data File to Sands Anderson to start the Real Estate Tax Sale process. Cancel the Propel contract immediately. *Per the Propel contract: "The Treasurer agrees to repay all principal amounts unpaid to Propel by the Taxpayer.."*

1. **TACS:** signed December 2015, TACS provides collections services on delinquent accounts; gets paid 20% of any collections made to the City (TACS gets paid at collections)
2. **Propel:** signed December 2015, Propel provides loans (up to 14% interest) to delinquent taxpayers. **Note: per their contract with the Treasurer, the City must repay any delinquent loans IN FULL to Propel so Propel is not at risk and also not incentivized to seek repayment**
3. **Sands Anderson:** conducts real estate auctions after the appropriate legal waiting period based on a data file sent from. **Action: send the data file to Sands Anderson to start the tax sale process for accounts past the normal TACS collections process.**

The City should issue an RFP for any critical 3rd party services By November 15th

Critical 3rd Party Services - Treasurer

- These contracts were signed without competition and we strongly recommend they are re-competed.
- The same firms may offer a better arrangement with a more rigorous procurement process and that includes Sands Anderson.
- Finally, managing one comprehensive vendor when possible is better than coordination with several.

Critical 3rd Party Services – Utility

- **Actively Pursue Delinquent Utility Billing Collections: The City does not currently have a process for collecting delinquent Utility accounts.**
- Utility Billing AS400 data shows on average monthly ~\$200,000 in uncollected utility revenue owed by customers.
- The FY2016 CAFR reports \$1.5M in Utility Accounts Receivable. The City must understand this difference.
- **Include within scope of comprehensive RFP for Collections**

The City should issue an RFP for any critical 3rd party services by November 15th

~\$200,000 in Uncollected Utility Bills

Monthly Average of ~\$200,000 Delinquent Utility Bills

June 2017

- 0 delinquent statements
- 27 “cut offs”
- 25 “turn ons”
- **\$22,223.02 received**

August 2017 (16%)

- 369 delinquent statements
- 157 “cut offs”
- 38 “turn ons”
- **\$47,354.65 received**

July 2017 (10%)

- 250 delinquent statements
- 50 “cut offs”
- 23 “turn ons”
- **\$28,694.55 received**
- 501 Fund (Utility Fund)

**Total Delinquent
Due in August 2017:
\$297,089.23**

Critical 3rd Party Services – Utility

- **Key Recommendation: The Director should implement the recommendations to reforming the Utility Billing office based on the Severn Trent Report.**
- RBG presented its Action Plan for implementing the Severn Trent report recommendations to Council during its July 31, 2017 presentation. Contained on pages 32-43, we presented a comprehensive set of actions to address each of the report's recommendations.
- The key areas of focus include ensuring each staff member is a “power user” of AS400 (e.g., can run multiple types of data queries and respond to customers), business processes for billing, delinquent accounts, cut offs and technologies for simplifying manual spreadsheet work.

The City should issue an RFP for any critical 3rd party services by November 15th

Source: Utility Billing Deep Dive conducted with Janell Sinclair on 9/7/17

Critical 3rd Party Services – Banking

- **Key Recommendation: Issue RFP for all Banking Services. Currently, Suntrust is the City's banker and responsible for the Lockbox which was poorly implemented (i.e., data configuration does not account for customer only bill payment)**
- SunTrust is the current credit card processor. The RFP should include in its scope a renegotiation of each merchant credit card (e.g., Mastercard, Visa, American Express, Discover) and recommend which credit cards are best for the taxpayer.
- Areas to explore: can residents pay at any Suntrust branch in the metro area? Can payment kiosks be placed in the Transit station, Walmart or other areas of major foot traffic?

Critical 3rd Party Services – Security

- **Key Recommendation: Issue RFP for comprehensive suite of security services that includes:**
 - Armed transportation for daily cash deposits (currently done by City staff)
 - Camera system similar to a bank
 - Security personnel onsite at the City Collector’s Office (especially during peak payment periods)
- **The security system should be reviewed and approved by the Petersburg Police Department.**

Today Staff Make Bank Deposits

Recommendation: Contract a security service (e.g., Dunbar) to deposit cash

- Treasurer staff personally drive locked bags of daily cash deposits Suntrust Bank in Colonial Heights
- Brinks Service was cancelled in March 2016
- **The Daily Process:**
 1. Transit delivers daily revenues
 2. Staff prepares previous day's cash
 3. staff take cash in locked bags to the City's corporate account in Sun Trust located in Colonial Heights
 4. SunTrust counts, processes and deposits

Service Delivery

Customer Service Delivery

Create a Surge Staffing Plan

Key Recommendation: Staff must create a “Surge Staffing Plan” during Peak Payment Periods (e.g., March and June due dates)

Customers can pay using the following payment methods:

- Cash, Check, Credit Cards, Lockbox
 - SunTrust is the credit card processor
 - PayPal is an option
- ***Note: Problem of incorrect E-check; no system of kicking back wrong routing numbers***
- Per staff, many customers pay in person by money order (if do not have bank accounts), or they want paper receipts
- **March Payment Crunch: in March first half of Personal Property (end of Feb & June 10th) & Real Estate (Real Estate Quarterly: Sept/Dec/Mar/June) & Water Bills Every Month**
- **Decals for Cars: get by June 10th (2nd payment for Personal Property); most will pay 8th, 9th, 10th**

Customer Payment Schedules

Customer Payment Methods

Create a Program Management Office

Key Recommendation: The Director should create a Program Management Office (PMO) to centralize and manage the entire suite of services offered.

- Utilize PMO software such Microsoft Project Server or Clarizen
- Utilize structured project plans that includes specific start dates and end dates, assigns specific owners
- Manage all work, staffing, payment, billing, collections schedules through this single system.
- Hold Staff Accountable for their Work

Business Processes

Business Processes

Daily Cash Processes

Key Recommendation: Staff should create a daily “City Cash Balance Report” and the City Collector and Finance Director should review it daily

- The report should include accruals, daily counts, reporting, methodologies, cash security policies
- **Implement the following control: Monitor and Report on employee data entry for any modifications to AS400 data (e.g., recording and updating cash payments)**
- **Background:**
 - Suntrust in Petersburg cannot take corporate accounts; need to go to Colonial Heights branch
 - SunTrust selected by RFP process (they were only bid)
 - **Average City Balance varies daily: \$5,000 to \$35,000**
 - **Average Daily Balance for Transit: ~\$1,100 (mostly coins); has Locked Bag #**

Reconfigure the Lockbox with Suntrust

The Lockbox Implementation did not integrate Online Bill Payment

- **LockBox:**

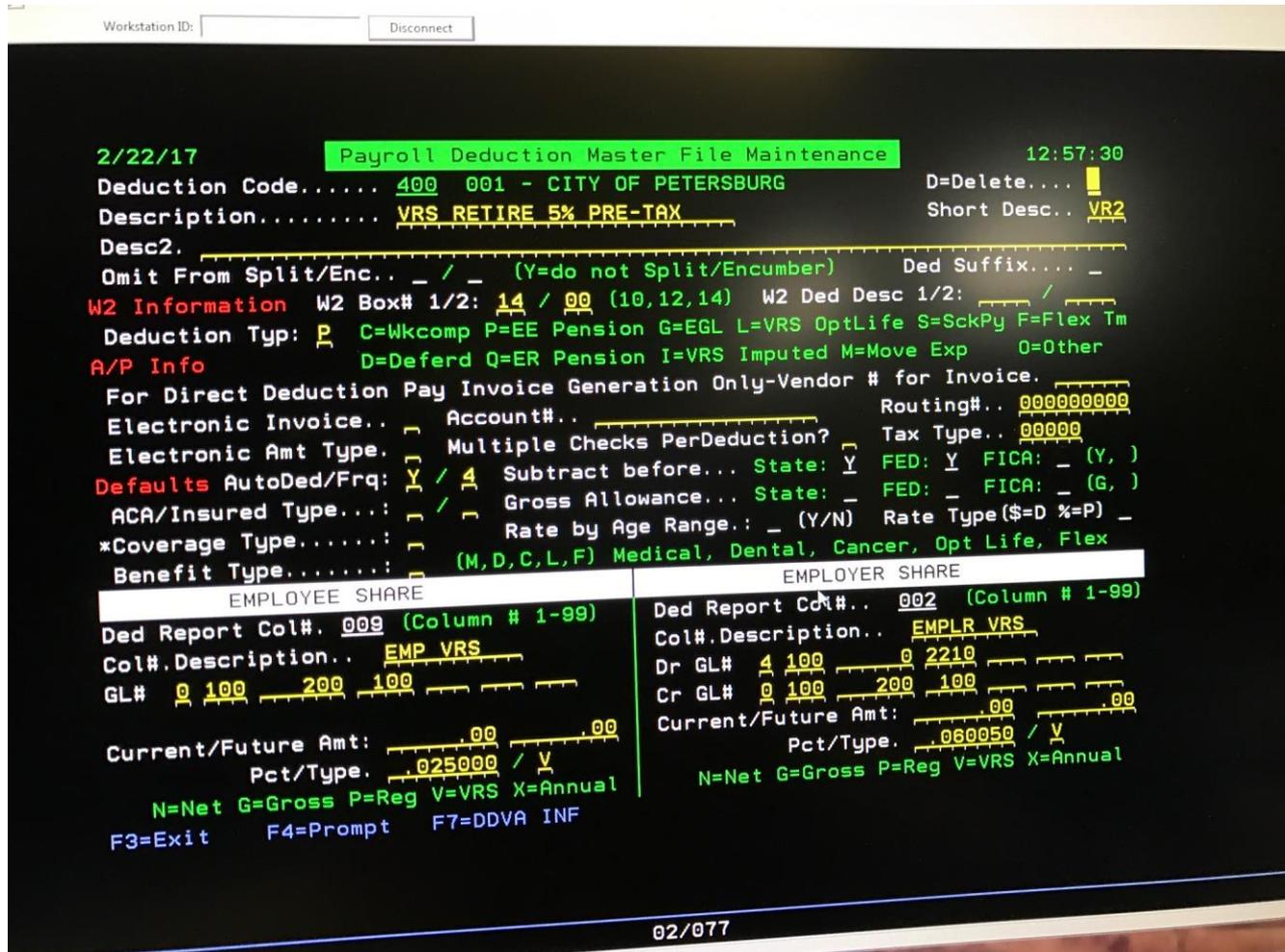
- Implementation was rushed and did not include data integration for customer online bill pay (Lockbox consists of a scanner designed for preset bill forms, e.g., customer account number in a fixed location)
- Online bill pay systems mail checks to LockBox, which get sent to exclusion file, and must be posted manually
- LockBox only works with bar codes (for Water Bill; on bottom left) and account numbers (for real estate and personal property)
- **Recommendation: Reconfigure the Lockbox with Suntrust to incorporate Customer online bill pay from any bank**

Technology

Technology

Only a few staff can access AS400 data

Screenshot of Payroll Module (Utility Billing screenshot unavailable)



Make All Staff AS400 Power Users

There are 2-3 Power Users of AS400 in the new office with 9 staff

- Immediately conduct training for all staff (6 Staff and 1 Director) to access data in AS400, write queries and view customer accounts
- **Make all 6 staff and the new Director a “Power User” so each employee can:**
 1. **field customer inquiries regarding Utility Billing and accounts**
 2. **manage data entry for payments directly into AS400**
 3. **manage updates based on collections remittances**

Data & Reporting

Data & Reporting

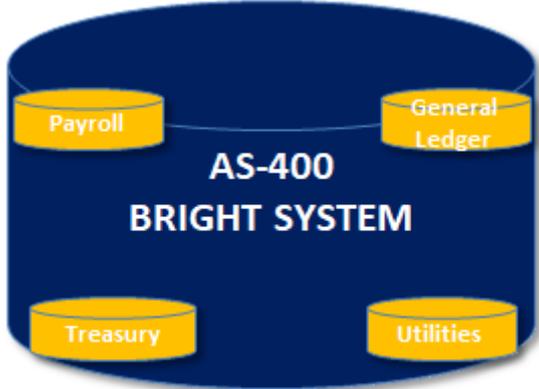
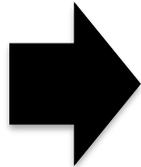
Report to Council Monthly

Key Recommendation: Report Billing and Collections Activities, Improvements and Revenues Monthly

- The new Billing and Collections Office is a \$100+ million “start up business” and the City has a significant opportunity to increase revenues
- Council should monitor progress of this Office through monthly reporting
- **Monthly reporting should include:**
 1. Utility Billings Generated
 2. Utility Revenue Earned
 3. Taxes Paid
 4. Collections Remitted to City
 5. Payments made to 3rd parties (Banking, Security, Collection Agencies)
 6. Utility Billing Process Improvements

Issue an RFP to replace all manually read meters and all commercial meters

This Project reports to the Joint Meters & Billing PMO (*see PMO Structure*)



~1000 accounts with no ERTs require manual reads => this is a significant cause of errors

The Itron ERT (Encoder Receiver Transmitter) enables automatic meter reading by sending data from utility meters over a short range so a utility vehicle can collect meter data without a worker physically inspecting each meter.

1. With Itron ERTs, meter data is read by ~4 vehicles on “drive by” certain accounts with ERTs)
2. Without Itron ERTs, meters are read manually
3. IT then uploads to AS400
4. Utility Generates Bills

Controls & Governance

Controls & Governance

Monitor & Report on all Data Changes

Key Recommendation: Implement Controls on ALL Staff users of AS400.

Control Needed to monitor unauthorized changes to customer accounts

- The Director should ensure all staff understand policies and procedures for ensuring customer data and information security

No Documented Controls for Data Entry or Data Changes were observed

- This will help ensure financial data is accurate and compliance with federal and state regulations

CAUTION: We have a strong concern with someone who would have access and training to both billing and collections. The Forensic Audit documented fraudulent behavior by the Treasurer who had access to petty cash and AS400 data entry. THIS REQUIRES A VERY STRICT CONTROL.

Implement Detailed Policies & Procedures

Each of the 6 Areas should have detailed Policies and Standard Operating Procedures

- **Key Recommendation:** Create and issue each current any new employee a binder of Standard Operating Procedures (SOP's).
- **Employee Training**
 - There is training (2 days) by Treasurer's Association of Virginia
 - Only Collectors have gone to the Training
- **Standard Operating Procedures**
 - Write Standard Operating Procedures (SOP's) for each of the 6 areas in the framework
 - Any new employee should enter the Office and receive a binder of documentation

Staffing

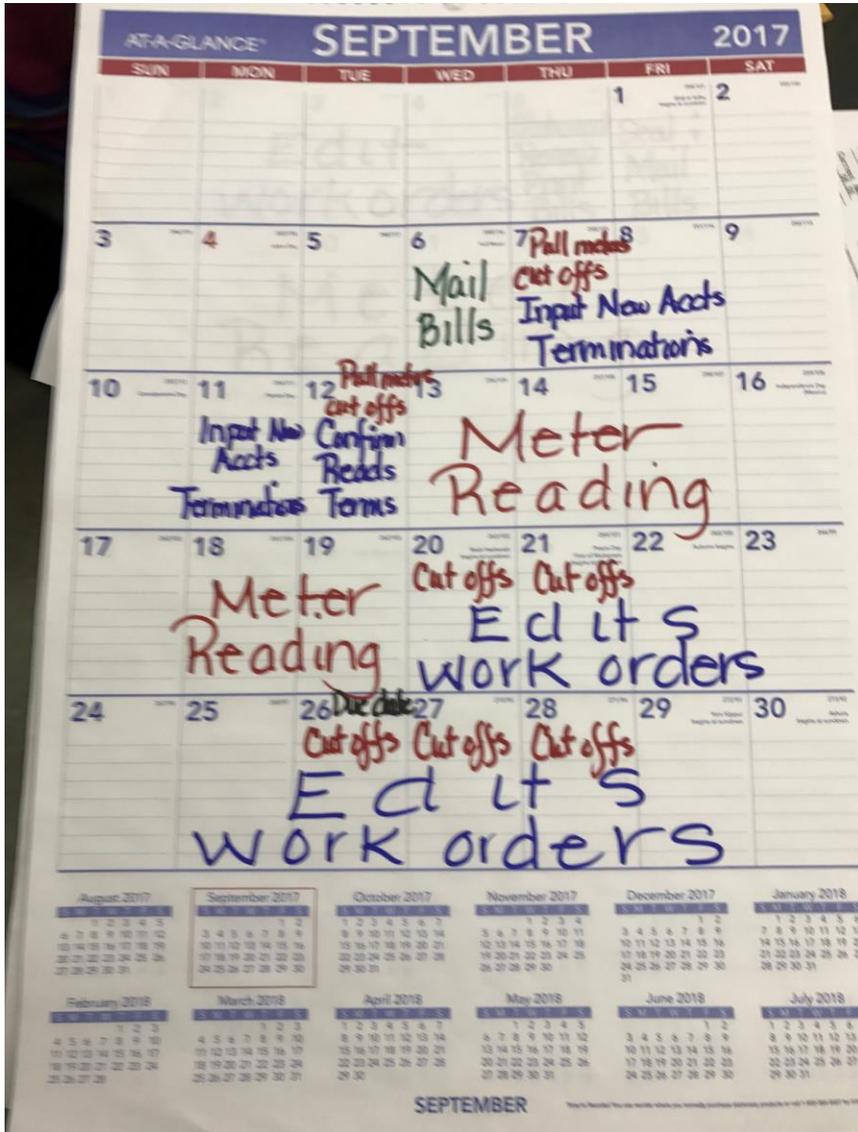
Staffing

Remove Manual Processes used by Staff

People, Process, Technology

1. The new Office will have a combined staff of 6 employees (4 from Utility and 2 from the previous Treasurer's Office) and 1 Director
2. The team will be cross functional: to manage tasks in either Utility or Treasurer's Office
3. All staff will become "Power Users" of AS400
4. All staff will follow strict controls for data entry
5. By combining Utility Billing and overall Payment and Collection operations, the City will realize greater process efficiency and revenues

Utility Billing – Manual Business Processes



1. The monthly billing and meter reading schedule is paper based and manual
2. Actual dates to mail bills, conduct meter readings and edit work orders vary month to month
3. Cut off reports are developed manually using spreadsheets downloaded from AS400

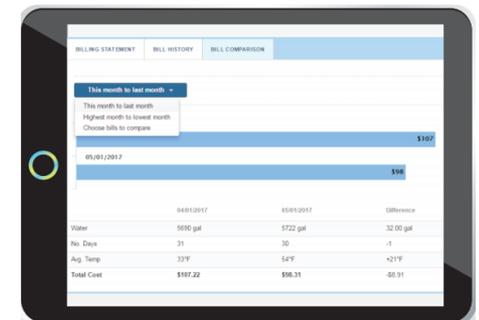
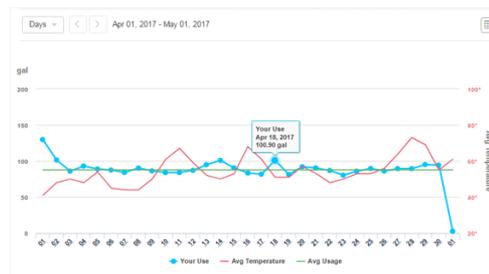
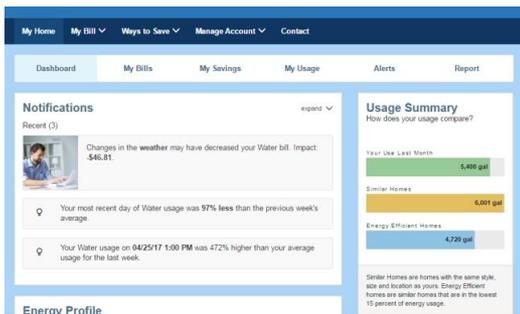
Urgent Need for Utility Technology

According to Severn Trent's Final Report to the City:

1. **Reports out of the system are not adequate to provide management with a complete overview. They provide limited customer information by transaction.** For example:
 - a. *The detailed general ledger transaction report list does not contain any unique customer information. If there is a large adjustment in error, you can only see the source, date of transaction and amount.*
2. **Access to specific reports are not properly identified to provide the proper oversight.**
3. **All employees do not have access to canned reports within their scope of work built in the system. The current setup requires staff to requests reports from IT personnel on a regular basis just to perform daily tasks. The staff does not appear to be equipped with the necessary tools to perform their daily jobs because of programming and setup limitations of the billing system.**

Issue an RFP for Utility Billing Software

- Both Utility Billing staff and customers need easier and faster data visibility to:
 - Run a 90 Day Delinquent Report with 1 Click of a Button
 - Run a Cut Off Report with 1 Click of a Button
 - View Entire Client History with 1 Click of a Button



The City should issue an RFP for any critical 3rd party services by November 15th

Appendix

- RBG Restructuring Checklist

RBG Restructuring Checklist

1. **Staffing**
 - a. **Number of Staff, Job Descriptions, Duties**
 - b. **List of all policies, practices & procedures for Treasurer's Office**
2. **Payment Methods**
 - a. **How are various payment methods managed**
 - b. **Cash, Check, Credit Cards, Lockbox**
 - c. **Volume of payments by payment channel**
 - d. **Fees by Payment Channel (fees for credit card)**
3. **Cash Flow Collection Methods**
 - a. **Accruals, daily counts, reporting, methodologies, cash security policies**
 - b. **Employee checks & balances when handling cash payments**
4. **Bank Transfers**
 - a. **Process for deposited funds to Suntrust; armed transit service (e.g., Brinks)**
5. **Financial Data & Information Security**
 - a. **Process and Policies for ensuring customer data and information security**
 - b. **Compliance with applicable regulations**
6. **Contracts between Treasurer's Office and other entities**
 - a. **Copies of all Contracts**
 - b. **List of all vendors (e.g., TACS)**
7. **Ethics & Compliance**
 - a. **Training, Policies, Practices, Procedures**
 - b. **Applicable Reporting**