

EXECUTIVE SUMMARY - Richmond Tax Revenue Division Engagement of ASC LLC

Report Date: July 9, 2025

ISSUE: Tax Revenue Division of Finance - Work Process Improvement Report

BACKGROUND:

At the request of the Director of Finance, an assessment of the Tax Revenue Division's work processes and management team was performed by Anne Seward Consulting LLC (ASC) to include a "root cause" analysis of customer service complaints received in late 2023 into the early months of 2024. The assessment identified process deficiencies and numerous instances of poor service delivery to customers. Initial findings were documented in a draft report provided in August, 2024. A corrective action plan to provide management and supervisory coaching and service augmentation for vacancies was requested by the Director to build a new service model for the Division to achieve high performance service delivery and strong management tools for course correction. Clear goals were established of accurate and timely service delivery with a high customer service response focus.

A deep dive into the Division's operations revealed a long history of deficient work practices and a lack of technology that led to poor data quality and service processing speed. Key performance management tools were created for line-of-site into work production needs to document the work status and productivity of the Division. **The following management tools were developed and deployed during the engagement:**

1	Organizational Chart with Key Structural Addition of Control Unit	Implemented
2	Leadership Roles Defined for Work Performance Expectations	Implemented
3	Gantt Chart - "Line of Site" to Work Requirements & Deadlines	Implemented
4	Division Workplan for Project Tracking & Management	Implemented
5	Unit Workplans - Communicate Focus, Work Status, Lead Staff, Deadlines, Notes	Implemented
6	Metric Reporting of All Work (Ticket Counts and Service Times)	Implemented
7	Staffing Plans (Focus Resources, Monitor Productivity, Develop Due Dates)	Implemented
8	Leadership Meetings - Review Workplans, Assess Risk, Redirect	Implemented
9	Daily Team Stand-up's	Implemented
10	Unit Teams Chat Channels	Implemented
11	Cultural Expectations & Evaluation Tool for Performance Feedback	Delivered, Not Deployed

Additionally, work process improvements were deployed. Software and data deficiencies were identified creating obstacles to improving work processes and performance standards. Therefore, software upgrades and new technology solutions were fast tracked to replace manual paper tax filing processes adding significant accuracy, speed, and customer service satisfaction. A cleansing of customer data was initiated across tax types. **Actions taken to implement process improvements, software solutions and cleanse system data include:**

1	Standard Operating Procedures (71) for Critical Work Processes	34% Published; 52% In Testing
2	Quality Control Review of ALL Work Performed	Implemented
3	Ticket Tracking & Daily Reporting of ALL work to be performed	Implemented
4	Service Level Agreement (SLA) of 7 business days for response to customers	Implemented
5	Metrics Reporting of All Work Status' for Management's Line-of-Site	Implemented
6	Enhanced Customer Service Delivery Offerings	Implemented
a	White Glove Assistance for Business Filings	Implemented
b	In-Person & Virtual Appointment Options	Implemented
c	Ambassador Station Service for Peak Customer Demand Periods	Implemented
d	Customer Escalation Protocols to Expedite Service Greivances	Implemented
e	Standardized Customer Service Responses	Implemented
f	Customer Service Survey Feedback (2.4 to 4.4 star in 6 months)	Implemented
7	Software Upgrades, Automation of Manual Processes, and Data Cleansing:	Implemented
a	RVA Business Portal Launch of Tax Filings & Payments Online	Implemented
b	MUNIS Upgrade & KPMG Forensic Analysis of Business Accounts and Balances	Implemented
c	RVA Pay Personal Property Vehicle DMV Reconciliation of Tax Records	Implemented
d	Digital Dashboard Reporting & Analysis	Implemented

Lastly, an assessment of the management and leadership team was performed. The Division's progress during the engagement was due in large part to a small number of highly committed staff members, Supervisors, and Managers who routinely went above and beyond expectations to raise performance standards and pull the weight of the team during the change management process. Their good work continues today. However, cultural deficiencies across all staffing levels also continue and serves as a root cause to Division performance barriers. A lack of service commitment, non-compliance with directives and SOP's, and lack of accountability for job performance are limiting the progress of the team as a whole. Work is routinely passed up to management when obstacles are encountered without adequate demonstration of critical thinking and resolution skills. Far too many instances of missed deadlines, poor work product and inadequate work volumes have been experienced and documented during the engagement. Additionally, instances of insubordination, sabotage and undermining of the team's success and leadership efforts were witnessed routinely. **Cultural standards have been developed to curb deficient performance behavior. Management training and accountability tools have been provided for use in raising service delivery standards and will require consistent leadership by strong managers and supervisors to achieve lasting change.**

At the conclusion of the ASC service engagement, all key management tools were developed and deployed with training to those in leadership. Adequate transition services have been provided to achieve the established goals of high performance service delivery of accurate and timely information with a customer satisfaction focus. **The performance of the Division will be determined by the will of the management team to utilize the performance tools and practice the skills provided.**

RECOMMENDATION:

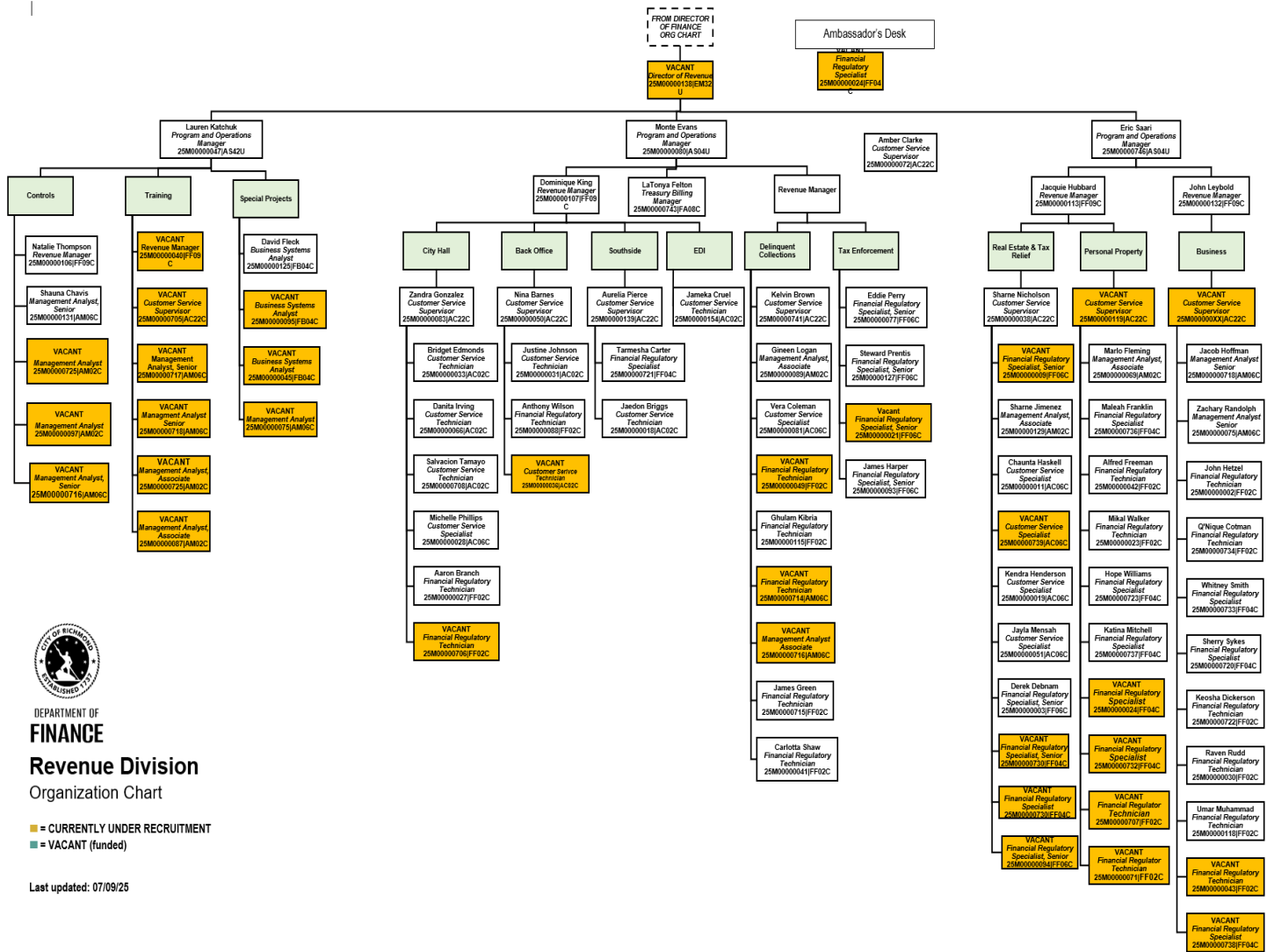
It is recommended that leadership continue to closely monitor and enforce the use of the variety of management tools outlined above. Performance management standards should be upheld with accountability to maintain the course correction achieved thus far and continue the Division's progress.

Additionally, the continued investment and fast tracking of technological solutions via the Oracle system is a critical component to the Division's performance success. The automation and internal control development to keep data current and accurate, and services delivered timely should be the focus of work efforts going forward.

ATTACHMENTS:

- 1 Division Organizational Chart
- 2 Leadership Roles Defined
- 3 Management Tools Developed
- 4 Standard Operating Procedures Developed
- 5 Division Gantt
- 6 Division Workplan for Project Tracking & Management
- 7 Unit Workplans
- 8 Cumulative Daily Ticket Metric Report
- 9 Completed Daily ticket Metric Report
- 10 RVA Software Project Plan
- 11 RVA Pay SR IR Tracking
- 12 RVA Portal SR IR Tracking
- 13 PACT Culture Defined
- 14 Staff Evaluation Tool - PACT

The Division is organized into 3 major roles: an Assessment function, Billing & Collections function, and a Controls function. See "Leadership Roles Defined" for delineation of duties.



[illegible]

a	Daily Stand-up Meeting with Front Line Staff (daily): Purpose to review assignments for the day; share any news/work plans; review important SOP reminders or training issues.										X	X
b	Evening Huddle for Status Updates (daily): Purpose to share status updates; important issues or resource / planning details; staffing matters.			X		X						
c	Leadership Meeting & Direct Report on Division & Unit Metric & Workplan Progress (weekly): Purpose to review Gantt, Workplans, & Metrics; status of projects; staffing issues; resource management planning; billing & revenue progress; etc.	X	X	X		X		X			X	
d	Direct Report Meeting on Control & Compliance (weekly): Purpose to review control findings and metrics and develop remediation plans and results.	X	X							X		
e	System Software Development Meeting (Mon-Thurs): Purpose to review with software developers the Project Management progress; discuss development milestones, issues & remediations, etc.		X	X - Lead	X - Lead		X	X	X	X	X	
13	Community Outreach & Presentations		X	X	X							

Description			Sr. Dir. Of Finance (1)	Dir. Of Revenue Admin. (1)	Program & Operations Manager			Revenue Manager					Supervisor		
					Tax Assessments (1)	Treasury Billing & Collections (1)	Control, Training & Special Projects (1)	Personal Property & Real Estate (1)	Delinquent Collections & Tax Enforcement (1)	Business (1)	Cash Operations (1)	Billing (1)	Customer Service (1)	Unit (Real Estate / Personal Property / Business / Delinquent Collections) (4)	Cash Collection Sites (3)
1 Meetings & Touchpoints:															
a	Daily Service Team Stand-up Meetings: Purpose to review assignments for the day; share any news/work plans; review important SOP reminders or training issues.												X	X	
b	Daily Management Huddle for Status Updates: Purpose to share status updates; important issues or resource / planning details; staffing matters.					X	X								
c	Daily System Software Development Meeting: Purpose to review with software developers the Project Management progress; discuss development milestones, issues & remediations, etc.								X	X	X	X	X		
d	Weekly Leadership Meeting & Direct Report on Division & Unit Metric & Workplan Progress: Purpose to review Gantt, Workplans, & Metrics; status of projects; staffing issues; resource management planning; billing & revenue progress; etc.				X	X	X	X							
e	Weekly Control & Compliance Meeting: Purpose to review control findings and metrics and develop remediation plans.				X	X	X								
2 Management Tools:															
a	Gantt Chart: Documents division major work requirements & deadlines for all Units.				X	X	X	X	X - Lead	X - Lead	X - Lead	X - Lead	X - Lead	X	
b	Division Administrative & Project Workplan Report: Documents leadership tasks and all Unit projects, assign staff & deadlines, share status and progress notes.				X	X	X	X							
c	Unit Metric & Workplan Report: Documents individual Unit actions and metrics, assigns staff & deadlines, shares status, and progress notes. Individual billing calendars, taxation rules, communication plans, and other unit specific documentation are detailed in labeled workbook sheets to support continuity of operations and provide line of site to all team members.								X	X	X	X	X		
d	Standard Operating Procedures (SOP's): Documents actions, assignments, and timelines required to process critical work activities outlined in the Unit Metric & Workplans for each Unit. Development and testing is provided by an independent Control Unit.							X - Lead	X	X	X	X	X	X	
e	Cumulative Daily Ticket Metric Report: Documents ticket counts by Unit and SLA compliance; ticket details with staff assignment, category, age, status and service times for resource and performance management.								X	X	X	X	X - Lead	X	
f	Close of Day Ticket Metric Report: Documents ticket closures by Unit and staff member showing metrics per hour for productivity monitoring and performance management; provides end-of-day metric breakdown for ticket status.								X	X	X	X	X - Lead	X	
g	Microsoft Teams Chat Channels: Provides a shared communication location for each Unit and for individual projects for clarity of status and sharing of issues encountered for staff and leadership monitoring.								X	X	X	X	X	X	

[illegible]

SOP Status	SOP Count	%
In Development	5	7%
Finalized	5	7%
In Testing	37	52%
Published to Power DMS	24	34%
Total	71	100%

SOP Ref #	SOP Title	Status	Final Draft Power DMS
Administration			
1	Unit Metrics & Workplan Reporting	Finalized	https://powerdms.com/link/CityofRichmond/document/?id=3385275
2	Personnel Administration	In Development	https://powerdms.com/link/CityofRichmond/document/?id=3385276
4	Front Counter Customer Service Administration	Published	https://powerdms.com/link/CityofRichmond/document/?id=3193854
4-002	RVA311 & RVAPay311 Ticket Administration	Published	https://powerdms.com/link/CityofRichmond/document/?id=3193856
5	Refund Requests - Real Estate, Business and Personal Property	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3399278
6	Address Corrections & Returned Mail - All Tax Types	In Development	
7	P&I Waivers - All Tax Types	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3404932
9	Document Management-Treasury/Cash Operations	Published	https://powerdms.com/link/CityofRichmond/document/?id=3385285
9A	Document Management-Control/Business/Real Estate an Personal Property	In Development	
11	Employee Access - All Units	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3397854
12	Release of taxpayer information to third parties	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3256960
13	Payment Research	In Testing/Under Assessment	https://powerdms.com/docs/1980348/revisions/2537593
14	Unidentified Suspense Checks	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385286
15	Attendance Management	In Development	
Control Unit			
101	Audit Discovery	Published	https://powerdms.com/docs/2260528/revisions/2878145
102	Tax Audit Program (Resources & Appeals)		https://powerdms.com/docs/2260536/revisions/2878154
		Published - Under Assessment	https://powerdms.com/docs/2447706/revisions/3104919
			https://powerdms.com/docs/2445506/revisions/3102172
Cash Operations			
201	Cashiering & Payment Processing	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3488643
201a	Invoice Cloud Payment File	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=2454776
201b	BPOL Payments	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=2453637
201c	E-Box	Published - Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=2454592
201d	Pay-in Submittals	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3403881
201e	Check 21 Upload	Published	https://powerdms.com/link/CityofRichmond/document/?id=2453110
202	Cigarette Tax Stamps	Published	https://powerdms.com/link/CityofRichmond/document/?id=2209293
203	Mailroom Operations (Include Returned Mail Here)	Published	https://powerdms.com/link/CityofRichmond/document/?id=2478653
204	Rvpay nightly settlement process - new process added	Published	https://powerdms.com/link/CityofRichmond/document/?id=3325592
205	RVAPay Daily Settlement Process	Published	https://powerdms.com/link/CityofRichmond/document/?id=3325592
206	RVAPay Daily Settlement Process - Dropped Receipts	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3406410
Real Estate			
301	Annual billing	Finalized	https://powerdms.com/link/CityofRichmond/document/?id=3385647
302	Supplemental billing	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=1980616
303	Delinquent billing	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=1980629
304	R.E. Roll Corrections (Abatement, Adjustments, Taxable Status, Ownership, Address)	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=1980610
305	R.E. Public service corporation	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385649
306	R.E. PILOT Invoicing	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385650
307	R.E. Affordable Housing Trust Fund Taxation	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3070370
308	R.E. Tax Relief Application & Recertification	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=1980385
Personal Property			
401	PPT Annual, Supplemental & Delinquent Billing	Finalized	https://powerdms.com/link/CityofRichmond/document/?id=3392105
402	PPT One Off Bill Generation	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3392106
403	PPT Tax Corrections	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3392107
404	PPT DMV File Record Upload	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3392108
405	PPT Lease Administration	In Development	
406	PPTR State Relief Program	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3392109
407	PPT Change of Address	Finalized	https://powerdms.com/link/CityofRichmond/document/?id=3482069
Business			
501	Bus. License Application, Renewal & Certificate Issuance	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385629
502	Bus. Peddlers License Application, Renewal & Plate Issuance	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385630
503	Bus. Personal Property Tax Filing and Billing (inc. Machinery & Tools)	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385631
504	Bus. Daily Rentals License, Quarterly Reporting, and Annual Asset Filing	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385632
505	Bus. Bank Franchise Administration & Reporting	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385634
506	Bus. ATOM Administration (Account Management, Coupon Remittance, Compliance)	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385635
507	Bus. Closed Account Update	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385636
510	Business Unit Work Production Line and File Management	Published	https://powerdms.com/docs/3232590
511	Atom file upload to Virginia Interactive	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3392112
512	City Permit Website	Finalized	https://powerdms.com/link/CityofRichmond/document/?id=3411305
Delinquent Collections			
601	D.C. Notifications - All Tax Types	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385620
602	D.C. Payment Plan Arrangements	Published	https://powerdms.com/link/CityofRichmond/document/?id=2200921
603	D.C. Debt Set Off Administration	Published	https://powerdms.com/link/CityofRichmond/document/?id=2452437
604	D.C. DMV Stop (VRW Hold) Administration	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=2452427
605	D.C. Tax Lien Administration	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=2452433
606	D.C. 3rd Party Collection Administration	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385627
607	D.C. Bankruptcy Filing Administration	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3385626
608	D.C. Tax Sale Administration	Published	https://powerdms.com/link/CityofRichmond/document/?id=2453507
609	D.C. Write Offs Out of Statute	Published	https://powerdms.com/link/CityofRichmond/document/?id=2200923
Tax Enforcement			
701	T.E. Non-Filer Administration (Business inc. BPOL and ATOM)	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3413045
702	T.E. Compliance Action Process:	Published	https://powerdms.com/link/CityofRichmond/document/?id=3405583
703	T.E. State/Fed Database Audits:	In Testing/Under Assessment	https://powerdms.com/link/CityofRichmond/document/?id=3405015
704	T.E. License Plate Reader Program	Published	https://powerdms.com/link/CityofRichmond/document/?id=2260571
705	T.E. Site Visits	Published	https://powerdms.com/link/CityofRichmond/document/?id=2260573
706	T.E. Special Event Enforcement	Published	https://powerdms.com/link/CityofRichmond/document/?id=2260576
707	T.E. Relations	Published	https://powerdms.com/link/CityofRichmond/document/?id=2224813
708	T.E. Peddler license	Published	https://powerdms.com/link/CityofRichmond/document/?id=2210582
709	T.E. Cigarette Tax Compliance	Published	https://powerdms.com/link/CityofRichmond/document/?id=2215817
710	T.E. Enforcing the Cigarette Tax	Published	https://powerdms.com/link/CityofRichmond/document/?id=2215817

DOCUMENT PURPOSE: For use by Leadership & Program & Ops Managers to track and communicate administrative items & PROJECT WORK across all units. THIS SHOULD NOT HOLD ROUTINE UNIT WORKPLAN TASKS which are to be documented in the Unit Workplan & Metric Reports. Completed project work is tracked below to memorialized accomplishments and keep record for reference purposes.						
City of Richmond						
Finance Dept - Revenue Administration Division						
Status Date: Wednesday, July 2, 2025						
		Assigned To	Priority (H, M, L)	Start Date	Due Date	Notes/Comments
I LEADERSHIP ADMINISTRATIVE ITEMS						
A Upcoming Council Agenda Items:						
I						
B Items to Share from Senior Leadership: (CAO, DCAO, Dept Director)						
I						
C General Items for Discussion:						
1	Vacancy Tracking:					
	Unit	Approved	Not Frown	Filled	Vacant / No Activity	Vacant But In Recruitment
	Administrative	4	4			
	Control Unit					
	TRS Cash Operations	24	24			
	TRS Delinquent Collections	12	12			
	TRS Tax Enforcement	7	7			
	ASMT Business Operations	15	15		1	Reviewed 142 Invoices on 06/06/2025; Pending Scheduling of Interviews
	ASMT Personal Property	13	13		1	Reviewed 142 Invoices on 06/06/2025; Pending Scheduling of Interviews
	ASMT Real Estate	12	12			RE-Customer Service Supervisor Offer has been provided to HR on 06/17/2025, pending a response/ follow-up
		87	87	0	2	0
2	Training Plans:					
a	Customer Service Ambassador Certification for Front Line (Reynolds Program)	Lauren	M	4/9/2024	10/1/2025	SW to take lead fr Amber to completion CG would like to assist as part of training and development buildout - 4.24: Met 4/23 JA and LK to develop schd May 2 - NT to work w/ WA on customization
3	Staffing Follow-ups / Productivity / Enforcment Measures					
a	SOP: Staff break limit monitoring/phones/snacks to breakroom	Amber	H	REOPENED	ongoing	Accountability Required
b	Directive: Staff In/Out Boards for Accountability	Amber	H	REOPENED	ongoing	Accountability Required
c	Directive: QC required for all unit work	Unit Spvsr/CG	H	REOPENED	ongoing	Need documented methodology for all units in 1 SOP: RE priority 1 as of 4.24
d	Directive: Daily Ticket Metric Report; Batch Processing by SME; Productivity Accountability	Unit Spvsr	H	REOPENED	ongoing	Amber will lead daily review and escalate to Jamie for non-compliance or other issues
e	Vacancy Filling	Monte/ SW	H	ongoing	ongoing	
f	Team Leave Calendar Oversight & Compliance	SW	H	9/13/2024	ongoing	Need to enforce RAPIDS approval process
g	SOP: Escalation Oversight	Amber	H	9/13/2024	ongoing	
h	Directive: USe RVAPay/Portal for ticket response; no email/ VM due to issues with monitoring	Team	H		5/29/2025	Directed 3 times; SW directed all work to tickets and closure of email access points for customer line of sight.
i	Directive: Customer Ticket Entry for Counter Service - ALL customers into a ticket	LPK	H		ongoing	Need to enforce this with Supvrsr on the Cust Svc Line at all times - SOP update published 6.3.2025 - LK
j	Directive: P&O on the Floor for Oversight	ME	H		ongoing	Needs enforcement
k	Directive: Cumulative Daily Ticket Report & Closed Ticket Report	Amber	H		ongoing	Needs enforcement
l	Directive: Customer Counter - Supervisor/Manager present @ ALL TIMES	Amber	H	3/1/2025	ongoing	
II PROJECTS TRACKING:						
A ADMIN:						
1	Evaluation Form Alignment & Culture Rollout	AS	H	7/24/2024	6/30/2025	Culture Rolled Out; Anne draft of Eval tool complete; HR approval received; Enneagram tests provided to staff; need leadership settled for rollout of eval tool and culture expectations
2	Audit Comment Close Out - Review and Draft for SW	Jeff C	M	10/18/2024	ongoing	Need to review for close-out Control Group would like to assist as we build out our assessment calendars
B TECHNOLOGY / AUTOMATION:						
1	Work Process Improvements & Automation of Manual Processes					
a	Automation - CAMA updates to MUNIS/RVAPay	Jacquie	H	4/4/2024	12/30/2026	Waiting on access to new tax assessor software.
b	Automation - Tax Relief Program Application & Recertification	Jacquie	H	4/4/2024	12/30/2026	wait for RVAPay implementation given timing
c	Automation - Daily Rentals (BU MUNIS implementation)	John	M	9/1/2024	10/30/2025	wait for RVAPay implementation given timing
2	Software Implementation RVA Pay (Transition fr MUNIS) - (List below)					
a	RVA Pay PPT Remediations	Anne	H	7/1/2024	8/31/2025	"High" priorities worked; "Med" in process
b	Next Module - Business / ATOM	Anne	M	11/1/2014	10/30/2025	
c	Next Module - Real Estate	TBD	M	1/1/2026	12/30/2026	Estimated dates
d	"MUNIS Upgrade to Version 2024.2.0.1199 (current 2024.2.0.730)	ES	H	6/5/2025	6/23/2025	Per Eric: Allows City to maintain Vendor's current software version. Will also correct problems with Delinquent Letter Export function - CG Team needs more info on the upgrade and responsibilities
C TRS - Cash Operations						
1	Interest refund automation functionality in RVAPay	RVA Developers	H	TBD	9/30/2025	SR 13099067 to calculate interest due for refunds
2	Daily Settlement Process SOP - RVAPAY	Heather / Dominique	H	8/1/2024		Currently in two settlement processes. Needs to be condensed in one. Sent over to Monte to get his input to shorten
3	WPI - Payment Reversal/NSF Process	Monte	H	4/8/2025	10/31/2025	04/09/2025: Presented the slide deck during the 4:30pm Daily RVAPay Meeting to discuss the current workflow and recommended workflow for process improvement/internal controls. UAT Testing with a Productionn date pending in May 2025; Refunds will be the last module built; cashingier has to be finished for all modules to eliminate IATs; 6/18/25: SR to be sent to Michelle/BT by Monte
4	ATOM Payments in VI -educate the taxpayer with filing VA Interactive to pay	Monte / JL	H	2/20/2025	10/1/2025	educate the public to file online with VI (pull a report of taxpayers who pay via manual check); no coupons to be issued in 26; involve large co. early; get OSC involved
5	OPEX Scanner Upgrade	Monte	H	5/15/2025	10/1/2025	working with Heather (Teasury) on a replacement machine
6	WPI for RVA-Munis/Personal Property Lock box Uploads	John/Dominique/Bonita	H	6/11/2025	TBP	Review the workflow to expedite the process to upload lockbox files when a business has not certified and is delaying the positing of payments; Monte to develop the workflow and work with WF (Heather) to have the PPRVA and Munis import files to be separated. Current work around, is items will be internally marked as certified, so payments can post, but list will still be sent to business unit to "whiteglove"
7	WPI - RVAPay - Reversal Access	Monte/Dominique	H	6/12/2025	6/20/2025	Monte to complete the authorization form that will allow Dominique to perform payment reversal; however, with this process, Dominique is not allowed to adjust charges and/or etc to accounts/invoices; We will work with IT to update the business process so receipt reversals are sperate from billing/charge adjustments.
D ASMT - Business						
1	Compliance Project - State Accesses to Support Audit/Statutory (IRMS, SCC, ABC, Health) Lookup	John L	M	7/1/2024	TBP	6/17-SCC access available to all. IRMS access must be requested. John L. has access as do some in Delinquent Collections. No recent progress on adding more BU staff members. ABC licenses are public. Health Licenses access needs more work. 1/30-JL and ES work with DJ 604 List and LaTonya SW authorized stat asmt to be 20% incr.
2	Compliance Project - Air BnB tax remittance status report to SW	John/Prentis	M	10/15/2024	TBP	6/17-Need Description
3	Compliance Project - PPTR Eligibility Verifications (no bus. Use/Uber/Lyft)	JL	M	9/1/2024	TBP	6/17-Need Description
4	Unposted Payments - Suspense Status & Dominion 3 checks unposted	Eric & Dominique	H	5/5/2025	Complete	checks were posted to past due accounts.
5	604 accts. Payment Allocation OIC Closure	Eric	H	3/1/2024	2/28/2025	NO OICS on the street; 2-5 remaining need to have the information by no later than Friday, June 6, 2025
6	MUNIS Data Scrub & Corrections / KPMG Conversion Work / Credit Refunds	JL	H	5/7/2024	5/30/2025	KPMG taking lead, SCRUB & Research stage completion
a	877 BPP Accounts Requiring Historic Tax Correction	JL	M	1/15/2025	TBP	
b	39 25' New Business Lic. entered to MUNIS not RVAPortal	JL	H	2/20/2025	TBP	
c	25' New Business Lic. set up but no ATOM set up (2/20 email to JL)	JL	H	2/20/2025	TBP	
d	KPMG Result Processing & Credits Resolved	Eric	H	5/15/2025	5/30/2025	MAJOR IMPACT ON RVAPORTAL CUTOVER
e	Credit Balance review, notification, refunds	JL	H	9/26/2024	3/21/2025	6/17-Remove from Workplan Out of Statute. 3.20: Eric to schedule follow-up briefing; updated fr 11-30-24; 1128 credits PRESCRUB with 225 POSTSCRUB for review by Paymt Allctn team; draft letter approved by SW. Need update from Eric
7	RVA Portal QC & UAT	JL	H		TBP	
8	Work Process Development - Credit balance refunding Ordinance Compliance	JL	H	5/13/2024	4/15/2025	3.20: Sweep of accounts after KPMG finishes their audit; John & Eric meeting 12/12/2024 to discuss. Plan in place, will be with refund team. Need to complete SCRUB first. Temps to work on this. 225 total impact. 2/28/25 is initial due date.
9	Work Process Development - RVA & shared zip locality ALM Parcel/Split of Revenue Disbursement	Monte/Zach		6/2/2025	9/30/2025	This is a State Code not an agreement and covers all adjacent localities; need list of affected properties for current monitoring; need system solution in Portal build out.
E Control Table		Start Date		End Date		

E Control Unit				Start Date	End Date	
1	Kiosks for Front Counter for Service Ticket Entry by Customer	LPK	M	5/1/2024	9/1/2025	functionality like Gen Assembly Café'. Meeting 12/13/2024, looking at 2 vendors Jan 6th. Eric to get with Thomasena to schedule - Is this still Control Group ie Special Projects?
2	SOP Document Management Project	LPK	H		7/30/2025	No Special Proj staff at this time
a	SOP Development	LPK			7/30/2025	See project plan in Masterlist.. Once outstanding SOPs complete, will transition into Doc Assessment phase and SOP management
	Address corrections		M		7/11/2025	3-4 High level need completion - See Masterlist for update on outstanding SOPs - Temps starting 7/1 will begin work on outstanding SOPs one DMS access granted, expected 7/7
	Lease Administration	Mehmed/Dacia - Assist from NT	H	7/3/2025	7/30/2025	Intend to work with SME upon return, however if they do not return by 7/7 will assign to new temp for completion by 7/11
	Document Management	LPK - Assist from Nisha	H	6/23/2025	TBD	Working through SAPR submission with Developers, Lease Management/roles module not listed in Role Management Portal
b	SOP Training	NT	H		7/30/2025	Will require an updated RevAdmin policy IDing electronic record keeping standards and definitions before an official procedure can be developed - Working to identifying existing training and their locations to pull into SharePoint Project. - ongoing workingwith Jacob to obtain sign off documentation that includes
	SOP - Business License Accounts Uploaded to OpenData Portal Monthly	JL / Lauren	M	3/18/2025	TBP	SOP created - updating will occur once licenses approved and can confirm an accurate document.
	SOP Bank Franchise (new State process/drawdown)	JL/Q'nieque	M	5/1/2024	6/25/2025	Lauren will document process in SOP. JL to train Q as SME delegation; JL has trained Q - SOP exists in DMS:
	SOP - Credit balance refunding Ordinance Work Process Development	NT	H	7/2/2025	7/30/2025	3.20: Sweep of accounts after KPMG finishes their audit; John & Eric meeting 12/12/2024 to discuss. Plan in place, will be with refund team. Need to complete SCRUB first.
3	Customer Service Survey Reporting & Performance Report to Council	LPK	H	9/15/2024	TBP	Get survey functionality in RVAPay? Control Group would like to assist with this
4	RVA 311 Foundations Project	Amber - LPK	M		TBD	Group to inform customer service - Lauren has been added to these meetings now that the 311 CSR project has moved into a controls based framework, due dates governed by
5	RVAPay Staff Training	Amber	Low	5/12/2025	8/29/2025	CG looking to assist with training and development - will work with Amber and Natalie
6	Strategic Plan Development	Katchuk, Lauren P. - FIN	High	4/4/2025	6/27/2025	Added to Wednesday Agenda with Kris and Monte to refine, seek feedback, develop OKRs and KPIs
7	SharePoint Development	Fleck, David R. /LK	High	4/15/2025	8/31/2025	Starting with "Control Group" page - meeting with DIT on Tuesday, SharePoint Site is active - working with Robert Half to Secure talent for 2 month build. working to bring in
8	Time Clock Roll Out	Fleck, David R. /LK	High	4/16/2025	8/30/2025	Timekeepers - Shamaine - who can help up in HR to determine what the different levels are - what are options?
9	Access Controls RVA Pay and other system access.	Fleck, David R. /LK	Critical	4/28/2025	7/15/2025	Lauren will provide the list of people - Request to DIT made. RVA Pay lists received 5.19, MAJOR access issues. Moving status to critical starting 5.20.2025. Met with ISO 5.29
10	Workforce Alliance (Reynolds) Customer Support Training	Thompson, Natalie L. - Finance, Katchuk, Laure	Medium	4/24/2025	10/1/2025	Setting up collaborations and timeline -
11	Email Encryption of Attachments	Katchuk, Lauren P. - FIN, Fleck, David R. - F	Medium	6/9/2025	12/31/2025	Work with Eric and DIT - looking for solution to encrypt external data (look at NeoGov - used for submitting tax forms at hiring)
12	Testing for Scanning	Katchuk, Lauren P. - FIN	High	5/5/2025	7/15/2025	May have impact on OPEX project - moving date to accommodate Opeex procurement/staff schedule. - need to reach out to Heather Smith for touch base
13	COSO Risk Management	Katchuk, Lauren P. - FIN	High	4/16/2025	7/31/2025	Brown Edwards initial review, Rev Admin responsible to work with BE to identify and provide any items/information BE think is mission for needs further information - awaiting
14	Refund Team	Thompson, Natalie L. - Finance	High	5/12/2025	ongoing	Refund team - reduce outstanding Refunds and streamline processes - about 87 checks cut/sent as of 5/30 - on-going - no new checks to cut until 6.30 due to rebate project. -
15	Lead Training @ Darden	Katchuk, Lauren P. - FIN, Thompson, Natalie L.	Medium	6/11/2025	6/30/2025	ID participants and work to get registered. - who is this for? Ask at 7/3 meeting - work with Shauna on registration and payment
16	Org Chart/HR alignment for position reallocations to facilitate hiring	LPK	High	7/1/2025	TBD	Goal of the project is to assess current as of 7/1 org chart to reallocate positions into correct cost centers, position codes, and align with updated job descriptions for
F TRS - Delinquent Collections						
1	Delinquency Letter					
2	Debt Set Off (DSO)	Kelvin	H	4/11/2025	8/31/2025	review the process of how the fees are generated and P&I Calculated (pending updates from RVA Pay Team)
a	workflow	Kelvin	H	4/11/2025	8/1/2025	8/1/2025
b	letters	Kelvin			8/1/2025	Research and review the workflow and process; frequency for submitting files to the state
c	DSO Codes	Kelvin		5/1/2025	8/1/2025	formt correction for the letters (template) dollar thresholds (amount due--\$5.00 and no zero invoices printed)
3	Reconciliation of TACS Flags, DSO, DMV Holds to Source for Accuracy Confirmation	Kelvin	H	5/1/2025	9/1/2025	Reviewing data pull by DIT on DSO Codes at the Customer level and Invoice level to expedite the refund process
4	DMV Purge Records	Monte/PP Team	H	5/29/2025	9/1/2025	Pending follow up from the RVA Team on the recommendatins made by ME
5	Document Rention/Purge	Kelvin/Gineen/Lauren	H	6/12/2025	12/31/2025	Process on how to make adjustments to a PP account when a record has been purged from DMV.
6	Contracts - JDPower, Game & Inland Fisher, DMV, etc	Gineen	H	6/17/2025	7/15/2025	Review the Document Rention/Purge Process and develop a project plan work OT to scan/store the files
7	Mailroom Coverage when Carol is out on leave	Kelvin/Perry/Arron/Lauren	H	6/17/2025	7/1/2025	SOP and renewal dates for all contracts.
8	Notary Licenses	Kelvin/Gineen		6/17/2025	7/31/2025	Training with Perry and Arron on the process and coverage when Carol is out of the office and processing of all mail in the mailroom. Updating/Creating the SOP and process
9	TACS-MUNIS/RVA Pay Upload Layout	Monte/Latonya		7/3/2025	7/31/2025	notary updated for staff per signoff for collections.
G TRS - Tax Enforcement						
1	TAX Sale	Monte/Atty. Greg Lukanuski	H	6/9/2025	9/30/2025	work with TACS on the file formate for uploading MUNIS/RVAPay files that are uploaded the TACS FTP Website
2	Tax Sale Payoffs	Monte/Laurin	H	6/9/2025	On Hold	Review the State Statute. Richmond Code, RVA SOP, and Procedure/Process for Tax Sales/Delinquent Collections
H ASMT - Personal Property						
1	RVAPay Billing Catch Up & Corrections (No JDPower, SIG, PY corrections) see PP Billing Plan Tab	LaTonya /Linette	M	9/15/2025	6/30/2025	Why are we cutting a check via OnBase to apply to Munis for Tax Sales
2	Credit Balance Distribution (Billing Redistribution Stopped due to Cash Recon pending)	LaTonya/Linette	M	10/7/2024	6/30/2025	see PP Billing Tab for planned billing order
3	Refund Scrub (reconcile refunds denied without DMV verification)	Gineen / Amber	H	12/10/2024	TBA ASAP	25' Billing: Credits were system redistributed up to 24' bal. only due to errors in Cash recon; leaves approx 3300 credits to be processed after verification (Cash Op recon pending)
4	Lease Company Corrections	Med	H	2022	TBA ASAP	SW wants update on 12-13. Gineen & Amber sent email to Bonita & Team.
5	RVAPay Ticket Category Mapping & Bulk Closure Solution	Anne / Bonita	H	6/2/2025	6/15/2025	3.20: Dan & Linette to meet; Need status of SOP that Dan developed
6	Streamline of PDF's (11 various / too busy / error prone)	Supvsr / Billing Mngr	M	6/16/2025	10/1/2025	reducing to remove duplicates & streamline; see PPT workplan Tab for details; 6/30: still waiting on BT to complete
7	Non-Profit Flag Recon to DMV	TBA	M	10/1/2025	TBA ASAP	These need modernization and update
8	Personal Property Returned Mail	Jacquie, LaTonya, Carol, Nina, Antho	H	7/3/2025	TBA ASAP	Staff created a work around w/out approval in 24' billing to add TE flag in order to remove VL and many did not return the flag; RAA bill in 25' ex. of errors; "0" means taxable in RVAPay (see rules)
I ASMT - Real Estate						
1	Annual Credit Refund Distribution	Jacquie	M	10/15/2024	4/1/2025	2/20: In Docusign, meeting to standardize packets; 2/6: 100 remaining; Verify any existing credits are in compliance with City Code. In progress, CA is accepting
2	2025 Rebate Checks	Lauren	H	5/22/2025	6/16/2025	Sent to AP, currently being printed; remediation team created 5/22
3	SOP - RVA Stay GAP Grant Program	Jacquie & Lauren	H	5/1/2025	TBP	AP process formalized. First 14 checks issued on 06/02/25 SOP in process with Lauren to onboard for approval.
4	UAT - Reversal Module	Sharne & Chaunta	H	5/14/2024	5/14/2024	UAT Testing for payment reversals in RVA PAY
5	Pilot Billing EFT Payment Transfer and Payment Posting	Jacquie, LaTonya, Lauren	M	6/17/2025		Latonya discovered an invoice where a payment was posted three (3) times for the same payment; Monte has developed a workflow for posting EFT Payment Processing for Pilot Billing and will work with the team on creating an SOP.
III COMPLETED PROJECTS:						
1	Confidentiality Statements and Training	Katchuk, Lauren P. - FIN	H	4/21/2025	Complete	Completed and files stored on CG SharePoint Site
2	Staffing Protocol Reset Communication:					
a	Dress Code & Front Law Enforcement	Unit Spvsr	H		Complete	
b	Leave & Telework Calendar Tracking	Unit Spvsr	H		Complete	
c	Staff breaks/phones to breakroom	Unit Spvsr	H	4/9/2024	Complete	Added back to workplan above to restabilize / enforce
d	Supervisor additions; QC of staff	Unit Spvsr	H		Complete	
e	Daily Ticket Metric for Productivity	Team	H	6/1/2024	Complete	
f	Redirect of public email boxes/VM's to 311 Tickets	Team	H	3/21/2024	Complete	Added back to workplan above to restabilize / enforce
g	New Hire Evaluations - 30 day feedback	Team	H		Complete	
h	Regular weekly mngs	Unit Spvsr	H	4/9/2024	Complete	
i	Meeting Etiquette: Germain to Group; 5 minute report out/questions; start/end on time	Team	H		Complete	
j	Wednesday Afternoon Closure - Ended 5.15-24	Sheila/Anne	H		Complete	
k	Tablets / Shirts / NameTags / Ambassador Protocols	Amber/John	H		Complete	
l	Staff In/Out Boards	Amber	H	7/12/2024	Complete	
3	Interview Questions to Assess PACT & Cultivation	Anne	H	7/1/2024	Complete	
4	Unit Metrics & Workplan Development & Implementation	Anne	H	4/2/2024	Complete	
5	WebSite Update	Anne/Asia/Eboni	M	4/23/2024	Complete	
6	Org Chart Update & Roles Defined	Sheila/Anne	H	5/13/2024	Complete	
7	Ticket Metric Analytics & SLA Reporting	Eric / Anne	H	5/13/2024	Complete	
8	Ticket Backlog Clearing & SLA Maintenance Plan	Team	H	5/15/2024	Complete	
9	SOP - Escalation Routing Plan into 311 Tickets	Anne	H	5/16/2024	Complete	
10	Customer Service Ambassadors Plan	Amber	M	5/16/2024	Complete	
11	Payment "Suspense Account" Research & Backlog Resolution	Dominique	H	4/2/2024	Complete	
12	BU Returned Mail Processing - Automation / Remediation Plan	Eric/Chad	M	3/28/2024	Complete	
13	BU Payment Application to Current Period - City Code Directive	Monique	H		Complete	
14	BU PDR Request for Business Access to MUNIS Bus. Lic. Status	Raj	M	5/10/2024	Complete	
15	BU Closed Business' Audit by Zip	Prentis/Amber	H	4/16/2024	Complete	

16	PPT DMV records upload for 17' forward	Reshard	H		Complete	
17	BU & PPT Desk Audit - Backlog Inventory	Leadership	H	7/26/2024	Complete	
18	Onboarding Training PPT's New Staffing Process & PPT / Training Plan	Amber	M	7/1/2024	Complete	PPT Template complete; Units customizations done
19	PPT Bill PDF update for Address Change Alignment to DMV records)	Bonita	M		Complete	
20	RE WPI - Address Change w/ Assessor	Brittany	M	4/15/2024	Complete	Form link to Assessors office directly now
21	BU & PPT QC of Work / Workpaper documentation standards	Team	H	6/1/2024	Complete	
22	BU Desk Audit - Clear Backlog of Filings	Team	H	7/1/2024	Complete	
23	Office Clean Up (Filing, Computer Equipment, Records Archive)	Team	H	7/8/2024	Complete	
24	Staff Leadership Relocation Plan	Leadership	H	7/8/2024	Complete	
25	WPI - Scanning of Mail to Tickets	Anne / Amber	M		Complete	
26	BU Business Lic Print - weekly intervals	John L/ Zach A.	M	6/1/2024	Complete	weekly print from MUNIS
27	BU Suffolk SME WPI	Anne / BU Supvsr	H	9/11/2024	Complete	Connection made and ongoing
28	PPT Returned Mail Processing - Automation / Remediation Plan	Gineen	H	10/1/2024	Complete	1600 automated flag prior to delinquent billing
29	BU PDR Business License Backlog	John L	M		Complete	
30	Finalized Org Chart w/ Roll Details	Sheila	H	6/30/2024	Complete	Rollout11-12-24
31	PPT DMV weekly/monthly download & upload & exception clearing	Gineen	H	7/1/2024	Complete	weekly & monthly downloads by Sue; uploads TBD
32	All Units SOP Development Plan	Leadership	H	7/12/2024	Complete	
33	All UnitsSupervisor Training Plan	Amber	M	4/9/2024	Complete	schedule approved by TG/JA to begin in Jan 25'
34	All Units Annual Training Plan - all staff	Amber	M	7/1/2024	Complete	schedule approved by TG/JA to begin in Jan 25'
35	All Units Mandatory HR Trainings	Amber	H	9/23/2024	Complete	
36	All Units Employee Performance Log Training & SW expectations	Sheila / Amber	H	10/18/2024	Complete	Template completed and deployed
37	All Units Gantt Chart Development & Blackout Periods	Anne	H	10/7/2024	Complete	
38	Payment Lockbox Transition to WellsFargo	Heather	H	3/1/2024	Complete	both lockbox's are on; positive pay TBC by 3/25'
39	BU Daily Rentals 24' Review/ Catch Up processing	John L / John H	H	10/7/2024	Complete	
40	BU Bank Franchise catch up processing for 24'	Zach A / BU Supvsr	H	10/7/2024	Complete	files purged and new files complete
41	BU BPOL Incentive Program - Update Application	Anne / BU Supvsr	M	10/15/2024	Complete	box added to new BL form; posting TBD on 12/15
42	BU Payment Suspense Clearing of Backlog	Zach R / BU Spvsr	H	10/7/2024	Complete	
43	RE Tax Relief 24' Audit of Applications	Brittany	H	9/1/2024	Complete	
44	Desk Audit of Check Deposit Status	Dominique	H	7/26/2024	Complete	
45	New Business Beginners Adjustments (21', 22', 23')	John L	H	9/26/2024	Complete	updated fr 11/30; 1200 TBP, remove 6040IC's; no API fr Serge to hit IRMS possible; letter to TG pending; apply cr to other tax due; cut cr checks for 21'; SOP & video
46	Forms Automation of Business Forms	John L / Zach A	H	10/1/2024	Complete	ATOM completed, ATOM coupons need to be coordinated with Heather & Bonita- create touchpoint with Bonita on 4/30 12/12
47	Standardized Template Letters to Customers	Heather	H	9/1/2024	Complete	closed- Approved by Thomasena in Power DMS
48	Business Filing Clean Up: Purge / 3 Years backfiling	Carole	M	10/1/2024	Complete	update fr 11/15; Filing complete; purge of 19' in process; Checkout boards pending order
49	Personal Property Flag Audits (Non-profit; TACS flags)	Jasmine	H	10/1/2024	Complete	updated fr 11/15; TACS complete; Nonprofits completed, Nonprofit pending review. Gineed to get with Raj to match RVAPAY with report provided. Gineen to work with Eric to
50	Forms Automation into 311 Ticket (P&I Waiver, Address, Refunds, BPOL, All Forms, etc.)	Raj	H	5/5/2024	Complete	partially complete. Open items are 2 forms with Raj/Tina. BPP forms will move into RVAPAY with phase 2. eff 12/19- Amber is 311 contact- communicate directly with Amber
51	Business Non-Filer Follow Ups & Compliance Demand Letters for 21'	John / Kelvin	H	9/26/2024	Complete	completed 12-13-24
52	RVAPay BPP/BPOL Ph 1: NEW BUS LIC APPLICATIONS ONLINE	Bonita/Anne	H	12/4/2024	Complete	
53	Customer Service Survey Deployment	Amber/Jacob	M	5/1/2024	Complete	Survey is complete and deployed to customer-facing desks. Amber is managing/Jacob is data support/reporting
54	Va Interactive Expansion- all tax types	John L	H	9/1/2024	Complete	MUNIS to add new tax type for TID; 2/5/25 SW authorized to hold on TID MUNIS and implement in RVA Bus Portal GO LIVE
55	Metric 311 Reporting - Ticket Summary (Cumulative-a.m.; Completed-p.m.)	Jacob	H	6/1/2024	Complete	Report is now accurate
56	Teams White Glove Business Owner Apptmts w/ BU staff	Zach R.	M	10/11/2024	Complete	1/16/2025-Continuing issues, urgent completion, Chad/Zach R. /JL New Business Accounts first; staffing capacity plan needed.
57	Software Upgrade MUNIS (4 versions behind, no support after 7-1-24)	Eric	H	5/20/2024	Complete	Complete, but some outstanding issues remain for resolution, tickets are with Tyler
58	Payment Plan Expansions (City Council requested)	John L / SW	H	9/1/2024	Complete	Council request at GovOps; Slide to be prepared; Using max thresholds per Code.
59	State Database Crossmatch of Business Registry	Kelvin	H	4/16/2024	Complete	1/30-TG completed and has presentation. Update: Met with Thomsena SCC is and has been available, we logged into State database with a current business. Powerpoint
60	SOP: Delinquent Collections "Redeem Properties	Natalie	M	4/21/2025	Complete	SOP development for Redeem Properties process - includes obtaining access to OnBase
61	COSO Risk Management/SOP framework project	DR/LPK	H	3/31/2025	Complete	Daniel Rhoades and Lauren working through established and drafted SOPs to identify key controls and risk management issues and applying to spreadsheet for City Wide Financial
62	DMV VIN True Up Recon. File	Anne	M	7/1/2024	Complete	Requested Tyra Pyat? at DMV Requested & sent application in mid-November 2024. Need download of 10 years of history for disposals & purge
63	Payment Transaction Fee Removal	Heather / Dominique	H	summer	Complete	3.20: VA Interactive needs tio invoice the city for those; InvoiceCloud to remove fees April 2
64	22' RE Rebate Checks	Brittany	H	12/12/2024	Complete	2/20: formatting issues, will work with Chad to remedy; 2/6: Brittany needs to get file to Dominique; need update from AP regard go to unclaimed property that needs to be
65	MUNIS SCRUB: April /May 25' GR QC of Cash Ops for accuracy in MUNIS; Daily QC review forward	JL/Sherri	H	5/5/2025	Complete	Daily review ongoing per JL; no errors found as of 5/29/25.
66	SOP Refunds	Natalie/Jacque/Lauren	H	6/15/2024	Complete	3.20.25: Needs to be tested by Natalie. Eric has final for PowerDMS load. Final has been distributed to PP Unit. Trainings and SOP's saved at: G:\RVAPAY Refund Support -
67	Proactive Site Compliance Audits & Citation Tracker; Incorporate Court Cases	Kelvin	H	4/16/2024	Complete	Tracker complete, team has been trained on how to use and are expected to use daily after we complete Taxpayer engagement and Outreach currently taking place (new portal).
68	Staffing Acknowledgement: Confidentiality Agreements; SOP's	LPK	H	5/16/2024	Complete	Complete for SOP#1,2; will need staff confirmations at close of SOP project -Put in Power DMS for e signature 4.24.25 - Will Use DMS for 2026 - 2025 NDC Complete and
69	Cash Reconciliation - 24' and monthly forward	Heather / Dominique	H	8/1/2024	Complete	3.20.25: Barb & Med working with recon app: SR 13108116, SR13051782 open recon related RVAPAY tickets for additional functionality. General Accounting Cash Recons are
70	SOP: Customer Account Verifications by Staff - Protocol & Training	Lauren	H		Complete	Language provided by AS to Kris for deployment; status unknown; need ALL team trained and SOP updated - Draft in DMS as of 4/28, Lauren is working with Dan to update the
71	PPT Book Publication online	Amber	H	10/1/2024	Complete	AS incorporated into Billing SOP Tab; 25' File to post at end of 25' billing production; update 6/11: AS advised by Gabe code says must make available not that it be published;

This documents an example of a Unit Workplan for the Personal Property Tax Unit. These files are to be kept current in a shared Teams location for all 7 units of the Division. They document all work to be performed routinely each year to include metric counts and volumes to be processed, ticket status, revenue collection metrics, due dates, staff assigned and SOP links are documented for line-of-sight to all leadership levels in Teams. Additionally, various tabs contain critical information for continuity of operations and important facts (billing calendars details, taxation rules and reminders, communication documents, etc.) for access and reference.

City of Richmond - Finance Department, Revenue Division																						
Workload Metrics Tracking																						
Personal Property Unit																						
Last Update: 7-7-25 by LF																						
										To Be Processed	Completed	% Complete	Count / Remaining	Due Date	Assigned To:	SOP Ref Link	Notes:					
Count	Personal Property Billing:																					
	25' PPTRA Rebate % Rate Calculation									1	1	100%	-	1-Feb	Billing Mngr	#	Provide VIN # & Value after Jan DMV file run to Jeff for PPTRA calc					
	25' Purchase "JD Power Official Used Car Guide" & "JD Power Official Older Used Car Guide" - Eastern Edition for front counter customer service questions									1	1	100%	-	1-Feb	Billing Mngr	#	Purchase Order by Eric S. in 5/25					
	25' Tax Year Billing, Mailing & Public Advertisement									1	1	100%	-	15-Aug	Billing Mngr	#	Bill mailing by 4-22 to meet 45 day billing window before 6/5 due date					
	25' Delinquent Billing									1	0	0%	1	August	Billing Mngr		Bill in July with 30 day billing window					
	24' Delinquent Billing (Remaining VIN's on Billing Calndr tab)									1	0	0%	1	August	Billing Mngr		DMV Scrub Project					
	PY Tax Correction Billing (Clean up Billing per Billing Calndr tab)									3	0	0%	3	July	Billing Mngr		DMV Scrub Project					
	All YR's Credit Balance Redistribution to Outstanding Bills; Then Notice of CR Balance Remaining to Customers									1	0	0%	1	August	Billing Mngr							
	Returned Mail Scan to OpeX for Flagging									4600	0	0%	4,600	30-Jun	Billing Mngr		Scan to OPEX and Send to Developmt Team for Flag Placement to account					
	DMV File Download/Upload/Run/ Manual Exclusion Exception Clearing (4 Weekly & 1 Monthly)															#						
	January (Dec Weekly + Monthly Data) - included in Annual Billing									5	5	100%	-	7th Monthly	Sue							
	February (Jan Weekly + Monthly Data) - Included in Annual Billing									5	5	100%	-	7th Monthly	Sue							
	March (Feb Weekly + Monthly Data) - Included in Annual Billing									5	5	100%	-	7th Monthly	Sue							
	April (March Weekly + Monthly Data) - Included in Annual Billing									5	5	100%	-	7th Monthly	Sue							
	May (April Weekly + Monthly Data)									5	5	100%	-	7th Monthly	Sue							
	June (May Weekly + Monthly Data)									5	5	100%	-	7th Monthly	Sue							
	6 Month June True Up File									1	0	0%	1	July Annually	Supvrs/RcvMnrg		6/17/25: Amber pending DMV access for Marlo herself to upload monthly.					
	July (June Weekly + Monthly Data)									5	0	0%	5	7th Monthly	Supvrs/RcvMnrg							
	August (July Weekly + Monthly Data)									5	0	0%	5	7th Monthly	Supvrs/RcvMnrg							
	September (Aug Weekly + Monthly Data)									5	0	0%	5	7th Monthly	Supvrs/RcvMnrg							
	October (Sept Weekly + Monthly Data)									5	0	0%	5	7th Monthly	Supvrs/RcvMnrg							
	November (Oct Weekly + Monthly Data)									5	0	0%	5	7th Monthly	Supvrs/RcvMnrg							
	December (Nov Weekly + Monthly Data)									5	0	0%	5	7th Monthly	Supvrs/RcvMnrg							
	6 Month Dec True Up File									1	0	0%	1	Jan Annually	Supvrs/RcvMnrg							
	Supplemental Billing & Mailing - DMV Monthly File (Prior Month Data)															#						
	Feb - April in the Annual Billing (Jan - March Data)									3	3	100%	-	15th Monthly	Billing Mngr							
	May (April Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	June (May Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	July (June Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	August (July Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	September (Aug Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	October (Sept Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	November (Oct Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	December (Nov Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	January (Dec Data)									1	0	0%	1	15th Monthly	Billing Mngr							
	25' Personal Property Rollbook - Annual Posting									1	1	100%	-	1st of Month	Billing Mngr	#	RVAPay Report Tab built to satisfy State Code requirement per Gabe, CA office.					
Bill Count	Revenue Progress									As of:	Tax Levy	Budgeted	Collected	Levy Collected	Budgeted Collected	Subledger Reconciled to GL Status	#					
	25' Annual Billing + Supplementals YTD									6/20/2025	\$54,993,993	\$43,921,839	\$33,774,526					256K VINs in FY 24 compared to 195K VINs in FY 25' post DMV scrub				
	25' Motor Vehicle Licenses + MV Supplementals YTD									6/20/2025	\$7,554,438	\$8,403,000	\$8,403,000	54%	65%							
	Subtotal:									6/20/2025	\$62,548,431	\$52,324,839	\$33,774,526	#DIV/0!	0%							
	25' Delinquent Billing									6/20/2025	\$0	\$9,590,886	\$0									
	Ticket Metric Reporting									7/3/2025	Open Tickets	OOSLA	% SLA Compliant	Waiting On Refund, Transfer or PAI Process	Waiting on Customer Contact	Waiting on Team	Cross Check of Formula					
	In Process									142	142	0%	100	42	100	=	142					
	Assigned / Not Started									529	485	8%	313	0	529	=	529					
	Total:									671	563	16%	413	42	629	=	671					
	Other Items Tracking:												Origin Date	Due Date	Assigned To:	Status						
	1 Lease Vehicle Reconciliation												8/24	TBD	Mehmed		Will begin 07/11/2025					
	2 SOP Development & Update												6/24	6/25/2025	LK							
	3 Membership Agreements Admin (JD Power -annual PO / DMV Access 2 yr agrmt / Game & Inland Fish)												7/24	15th of April	PP Supvrs		6/4/25: DMV lapse in 24; again in 25; this is a 2 yr agreement renews 4/15 via email fr DMV; JDRP annual Contract/PO exp					
	4 TACS & Non-Profit Reconciliation to RVAPay												7/24	TBD	PP Supvrs							
	5 24' CR balance review/notification due to 25' Billing Redistribution "HOLDS" (approx 3,300 see billing tab)												5/24	TBD	Billing Mngr		Cash Ops had not reconciled payment errors so could not apply 24' CR to 25' bills					
	6 Review / restrict access to Tax Adjustment & Bill Generation to SME & Supervisor												5/25		PP Supvrs							
	7 Map all tickets into the new "Sub bucket" titles to support batch processing												5-15-25		PP Supvrs							
	8 Import DataMats NCOA file & run returned mail OPEX after into RVAPay to flag accounts (see billing tab)												5/25		Linette Jones							
	9 Weekly training to review SOP's with team; Processing Rules; Cust Svc Templates												5/25		PP Supvrs							
	10 DMV Scrub Bucket #2 (24' & backward reconciliation of billing; see billing tab)												4/25		Team LJ/AS							
	11 SME Assignment of Tickets												5/25		PP Supvrs							
	12 QC of Tickets Worked - Document in SOP												2/25		PP Supvrs							
	13 22 VIN's & Henrico emailed to Sue (311 Ticket entry directed)... need back billing correction to RIC. No ticket ability in RVAPay bc no RIC account until June DMV file upload (May correction dates).												5-15-25		Sue / Amber							
	COMPLETE:																					
	Penalty and Interest Ordinance change SR.												8/24	1/1/2025	Raj / Bonita	Complete						
	DMV Scrub #1 - Prebilling 25'													3/15/2025	Linette	Complete						

City of Richmond - Finance Department Cumulative Daily Ticket Report - 07/08/25

Tax Season Goals:	Average Number of Days Outstanding - 7	Percentage of Tickets in SLA - 80%
Revenue Standards:	Average Number of Days Outstanding - 2	Percentage of Tickets in SLA - 99%

Unit	Total Outstanding	Outside of Service Level Agreement	Penalty & Interest Tickets	Average Number of Days Outstanding	Percentage of Tickets in SLA
Personal Property	737	562	30	30.02	24%
Real Estate	1747	1569	52	36.16	10%
Business	602	159	11	7.99	74%
Cash Operations	36	30	6	32.31	17%
Delinquent Collections	44	25	11	13.66	43%
Tax Enforcement	0	0	0	0.00	100%
Payment Allocation	365	342	5	27.87	6%
Other	25	19	1	32.52	24%
Total	3556	2706	116	28.93	24%

Going Out of SLA

Business	Delinquent Collections	Personal Property	Cash Operations
7/9/2025 124	7/9/2025 1	7/9/2025 28	7/9/2025 0
7/10/2025 133	7/10/2025 6	7/10/2025 25	7/10/2025 3
7/11/2025 82	7/11/2025 2	7/11/2025 31	7/11/2025 3
7/12/2025 0	7/12/2025 0	7/12/2025 1	7/12/2025 0

Real Estate	Payment Allocation	Tax Enforcement	Other
7/9/2025 51	7/9/2025 6	7/9/2025 0	7/9/2025 4
7/10/2025 41	7/10/2025 5	7/10/2025 0	7/10/2025 0
7/11/2025 26	7/11/2025 5	7/11/2025 0	7/11/2025 2
7/12/2025 0	7/12/2025 0	7/12/2025 0	7/12/2025 0

Unit	Name	Notes	Day Tickets Completed	Day Hrs Worked	Overtime Tickets Completed	Overtime Hrs Worked	Total Tickets Completed	Total Hrs Worked	Per Hr Rate	SOP Ticket Metric Per Hour	Over/Under Metric
BU	redacted	OOO	0	0			0	0	0.00	3	-3.00
BU	redacted	tickets	18	7.5			18	7.5	2.40	3	-0.60
BU	redacted	training/tickets/BPI	13	7.5			13	7.5	1.73	3	-1.27
BU	redacted	Testing/Escalation	0	7.5			0	7.5	0.00	3	-3.00
BU	redacted	tickets	3	7.5			3	7.5	0.40	3	-2.60
BU	redacted	OOO	0	0			0	0	0.00	3	-3.00
BU	redacted	tickets	15	7.5			15	7.5	2.00	3	-1.00
BU	redacted	OOO	0	0			0	0	0.00	3	-3.00
BU	redacted	OOO	0	0			0	0	0.00	3	-3.00
BU	redacted		4				4	0	0.00	3	-3.00
Business Unit:			53	37.5			53	37.5	1.41	3	-1.59
CU	redacted	BU refunds	0	7.5			0	7.5	0.00	4	-4.00
CU	redacted	BU refunds	0	7.5			0	7.5	0.00	4	-4.00
CU	redacted	Refunds	0	7.5			0	7.5	0.00	4	-4.00
CU	redacted		0				0	0	0.00	4	-4.00
Payment Allocation:			0	22.5			0	22.5	0.00	4	-4.00
DC	redacted	RE Tickets - GAP	16	7.5			16	7.5	2.13	5	-2.87
DC	redacted	tickets	2	7.5			2	7.5	0.27	5	-4.73
DC	redacted	tickets	10	7.5			10	7.5	1.33	5	-3.67
DC	redacted	OOO	0	0			0	0	0.00	5	-5.00
DC	redacted	Front Counter	4	7.5			4	7.5	0.53	5	-4.47
DC	redacted	tickets	1	7.5			1	7.5	0.13	5	-4.87
Delinquent Collections:			17	37.5			33	37.5	0.88	5	-4.12
PP	redacted		11	7.5			11	7.5	1.47	4	-2.53
PP	redacted	QC	12	7.5			12	7.5	1.60	4	-2.40
PP	redacted	QC	0	7.5			0	7.5	0.00	4	-4.00
PP	redacted	tickets	9	7.5			9	7.5	1.20	4	-2.80
PP	redacted	tickets	14	7.5			14	7.5	1.87	4	-2.13
PP	redacted	tickets/front counter	13	7.5			13	7.5	1.73	4	-2.27
PP	redacted	OOO	0	0			0	0	0.00	4	-4.00
PP	redacted	OOO	0	0			0	0	0.00	4	-4.00
PP	redacted	QC	8	7.5			8	7.5	1.07	4	-2.93
PP	redacted	Front Counter	17	7.5			17	7.5	2.27	4	-1.73
Personal Property:			84	60			84	60	1.40	4	-2.60
RE	redacted	OOO	0	0			0	0	0.00	5	-5.00
RE	redacted	front counter/ticket	11	7.5			11	7.5	1.47	5	-3.53
RE	redacted	OOO	0	0			0	0	0.00	5	-5.00
RE	redacted	OOO	0	0			0	0	0.00	5	-5.00
RE	redacted	tickets	14	7.5			14	7.5	1.87	5	-3.13
RE	redacted	tickets	15	2.5			15	2.5	6.00	5	1.00
RE	redacted		0				0	0	0.00	5	-5.00
Real Estate**:			56	17.5			40	17.5	2.29	5	-2.71
TE	redacted	tickets	2	7.5			2	7.5	0.27	1	-0.73
TE	redacted	scanned mail/tickets	3	7.5			3	7.5	0.40	1	-0.60
TE	redacted	tickets	0	7.5			0	7.5	0.00	1	-1.00
Tax Enforcement:			5	22.5			5	22.5	0.22	1	-0.78
CO	redacted	OOO	0	0			0	7.5	0.00	3	-3.00
CO	redacted	tickets	0	7.5			0	7.5	0.00	3	-3.00
CO	redacted	SS location	1	7.5			1	7.5	0.13	3	-2.87
Cash Operations:			1	15			1	22.5	0.04	3	-2.96
TOTAL			216				216	175	1.23	22	-20.77

Blue - Manually Entered Data

Daily Ticket Activity							Waiting On:				Notes:
Unit		Start of	Added	Closed	End of Day	OOOLA	End of Day	Refund Check	Customer	Team	
PP		701	119	84	736	537	736			736	
RE**		1792	60	56	1796	1502	1796			1796	
BU		545	96	58	583	221	583			583	
CO		34	0	1	33	25	33			33	
DC		40	17	17	40	19	40			40	
TE*		0	0	0	0	0	0			0	
PA		303	5	0	308	176	308			308	
Total		3415	297	216	3496	2480	3496	0	0	3496	

*TE Officers close Business Tickets

City of Richmond		This document is to provide task and timeline management for the Portal Development Project for workforce coordination and functionality needs.																		
RVA Business Portal Development Plan																				
Updated:	7/7/2025																			
Author:	Anne Seward & Bonita Turner																			
Category	Action Item	1-Mar	1-Apr	15-Apr	1-May	15-May	1-Jun	15-Jun	1-Jul	1-Aug	15-Aug	1-Sep	1-Oct	1-Nov	1-Dec	Dec to Mar	Apr to Jun	Tech Resource	Status	
General	SOP Development & Training to Dashboard	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Control Unit	In Progress	
BPOL	New Business License Approval Processing	X																Srinivas	Complete	
BPOL	Provisional License E-mail to customers	X																Pavan	Complete	
General	Import File of MUNIS Active Accounts	X																Mahesh	Complete	
General	Third Party Representative Registration	X																Srinivas	Complete	
GL Billing	Statutory Assessments - BPOL	X																Venu	Complete	
GL Billing	Statutory Assessments - BPP	X																Venu	Complete	
GL Billing	Late Fees - BPOL	X																Venu	Complete	
GL Billing	Late Fees - BPP	X																Venu	Complete	
GL Cashiering	Payment File Portal- BPP	X																Venu	Complete	
GL Cashiering	Payment File Portal- BPOL	X																Venu	Complete	
GL Cashiering	IAT Forms - BPP	X																Venu	Complete	
GL Cashiering	IAT Forms - BPOL	X																Venu	Complete	
General	Create Support Ticket for each filing - BPP	X																Narayana	Complete	
General	Email to Customers for Corrections/Issues		X															Srinivas	Complete	
BPOL	New Physical License Release			X														Pavan	Complete	
BPP	Setting up New BPP Accounts			X														Srinivas	Complete	
GL Cashiering	Stop Gap Cashiering Module			X														Mahesh	Complete	
KPMG Scrub	KPMG provides summary of Munis table totals as of May 1st (clean slate for RVAPay)					X												KPMG	Complete	
KPMG Scrub	KPMG builds adjustment tables for import into RVAPay					X												KPMG	Complete	
GL Cashiering	CORERP Reconciliations - Rekas						X											Harsha	Complete	
General	Dashboards/Metrics						X											Bonita	In Progress	
GL Adjustments	Refund Processing						X											Srinivas	Complete	
GL Adjustments	CORERP Refunds Automation						X											Harsha	Complete	
GL Billing	BPP Interest Ordinance						X											Narayana	Complete	
GL Billing	BPP Penalty Ordinance						X											Narayana	Complete	
GL Adjustments	Receipt Corrections						X											Venu	Complete	
GL Adjustments	Reversals						X											Venu	Complete	
GL Adjustments	Customer Corrections to filings						X											Srinivas	Development	
BPOL BPP	Waiver of P&I (BPP / BPOL)						X											Narayana	Complete	
GL Cashiering	BPP Cashiering							X										Srinivas	UAT	
GL Cashiering	BPOL Cashiering							X										Srinivas	UAT	
	Missed Filings & Bal Due Automation for Compliance Monitoring - BPOL Licenses								X										Complete	
GL Adjustments	Tax Corrections - BPP								X									Venu	Development	
GL Adjustments	Tax Corrections - BPOL								X									Venu	Development	
BPOL	Backport BPOL Functions (support tickets)									X								Narayana	Development	
	Report of Customer Filing Variances - year over year										X									
Audit										X								Raj/Harsha		
BPOL BPP	Version 2.0 BPOL with converted data									X								Srinivas		
BPOL BPP	Tie MUNIS Accounts to RVAPay / COR ERP									X								Raj/Harsha		
	Notice of portal statement balance/ history access to customers (portal email & mailing)									X										
General	BPOL Economic Development Incentive Credits										X									
GL Adjustments										X								Salmon Khan		
	Missed Filings & Bal Due Automation for BPOL Compliance Monitoring - BPP & BPOL									X									In Progress	
Audit	Recon of MUNIS to RVAPay using KPMG Audit Date to A/R)									X									In Progress	
BPOL										X										
BPOL BPP	Support Automation of Closure of Business Accounts									X										
	Recon of MUNIS to RVAPay using KPMG Audit Date to A/R)									X									In Progress	
BPP	MUNIS SHUT DOWN FOR BPP (no PY in MUNIS) * CONTROLS NEEDED FOR BPOL									X										
BPP	AI - BPOL Auto Official License Generation based upon compliance									X										
BPOL										X										
General	Streamline Customer Registration Entry									X								Srinivas		
PPT	PP V 2.0 (see "RVAPay SR IR Tracking" tab									X										
ATOM	Tie MUNIS Accounts to RVAPay / COR ERP									X								Raj/Harsha		
	Recon of MUNIS to RVAPay using KPMG Audit Date to A/R)									X										
ATOM																				
General	AI Development											X	X	X	X	X				
	MUNIS SHUT DOWN FOR BPOL/BPP (no PY in MUNIS)												X						In Progress	
BPOL BPP																				
ATOM	Communications Plan - ATOM Conversion into RVAPortal													X						
ATOM	ATOM Release (self report) - Customer Facing														X					
	MUNIS SHUT DOWN FOR ATOM (no PY in MUNIS)														X					
ATOM	ATOM Release Back Office															X				
	BU Tax Types Remaining: Public Service and																			
PS / DR / BF	Daily Rentals/Bank Franchise															X				
GL Billing	General Billing Items (DPU, P&R, PAYINS)															X			In Progress	
RE	Real Estate Development																X			
	Connect to Advanced Collections for AR management/delinquent processing																X		In Progress	
DelinqColl																				

RVA Pay Development			This document is a "project SR IR" tracking and not a formal IT			LEGEND:		edit needed			
SR & IR Tracking			SR IR per Michelle Barclay. AS used the chat to identify issues and discuss at the daily Development team meetings.					NS-Not Started			
Last Update:			6/18/2025					IP-In Progress			
Author:			Anne Seward					C-Completed			
Count	SR / IR #	Priority (H / M / L)	Issue	Description	Origin Date	Completion Date	Status:	Staff Rep	Notes		
IR TRACKING:											
1	IR	H	SIG Assessed Value Coding Correction	Billing anomalies exist due to code issue with SIG VINs. A sweep to correct was applied as part of the 25' billing to generate accurate bills but Assessed Values dont always hold when a bill is regenerated (ex. ticket). STOP GAP is to tax correct the Assessed Value. Various issues occur to include: 1) doesn't degredate by \$100 annually. Script written for 25' billing. Bills should degredate by \$100 annually and team are to tax correct until permanent fix as STOP Gap.	5/28/2025		NS	LJ			
2	IR	H	For Hire Billing Table Correction	Gross Reciepts or # of vehicle rules need correction to properly compute tax due. See email fr JacobH on 5/15/25 @ 9:57am	5/15/2025		IP-5-28-25 12:35pm	Srinivas			
3	IR	H	VIN on Bill in Error (8 record not pulled fr DMV)	DMV import to RVAPay; Staging table does not update to Master table	5/28/2025		NS	Saerge	6/17: test file pending June DMV upload		
4	IR	H	DMV 8 Record Not Accurate per Customer	Some 8 Records from DMV are not accurate per customer; staff verify this to DMV screen.	6/16/2025		NS	LJ	Needs investigation		
5	IR	H	VIN Missing from Bill - DMV Scrub								
6	IR	H	Bill Calculation Error	Multiple Statements = Hang Up Bill Calculation and Assessed Value Disappears	5/28/2025		NS	LJ			
7	IR	H	P&I Generation After MUNIS Yr Receipt Balance Transfer - STOP GAP	Recasting of P&I when receipt is transferred to another bill. When receipt is unapplied and transferred (overage paid), Interest is triggered improperly; stop gap tool on Reports / "IPCC Bills Interest/Penalty Correction" created to drop in the bill # hAssessed Valuing the issue to recast and correct.	5/28/2025		NS	LJ			
8	IR	H	Vehicle Table & Bill Table Assessed Value Field Dont Match	If not verified as matching before tax correcting (staff are to verify before tax correction), will remove Assessed Value on VINs; query built with update; sweep performed of all accounts and remediated; nightly sweep is stop gap until deep dive fix			NS				
9	IR	H	Add Class Code Value for Trucks/Trailor for Hire	Class code missing from "One Off Bill" in Tax Corrections	5/28/2025		NS	LJ			
10	IR	H	Add rule for Assessed Value Floor of \$100	Create Assessed Value floor to not allow value to drop below \$100 and to annually decrement by \$100. SR needed to change value assessment to AI.	4/1/2025		NS				
11	IR	H	Duplicate Title/VIN Rule Correction	Vehicle table needs correction to not allow duplicate titles.	5/28/2025		NS	LJ			
12	IR	M	Disabled Vet Tax Status Consolidation	Consolidate prior MUNIS classifications (5+) the tax status classification of these in RVAPay for consistency.	4/1/2025		NS				
SR TRACKING											
1	SR	H	Bill Generation Speed	SPEED UP BILL GENERATION PROCESS!!	4/1/2025		NS				
2	SR	H	NCOA Temporary Address Rule Update	Automate the NCOA address file update from DataMatx into RVAPay. Write code to overwrite the temporary address field to blank once a DMV match address is provided.	4/1/2025		NS				
3	SR	H	Back Billing Coding Update to CY + 3	Update the billing rule to backbill VINS brought in via DMV file with prior period taxation required to current year plus 3 prior years. Per LJ, the program rule provided was current year plus 1 prior year... NOT ALIGNED TO STATE CODE.	4/1/2025		NS				
4	SR	H	ADD System QC Sweep - Duplicate VINS/Diff Title #'s	IF 1 account & prop ID is associated with duplicate VIN in same tax year, VIN needs and exception review. This occurs when DMV record did not remove a VIN as it should.	6/3/2025		NS	LJ			
5	SR	H	TACS PDF Notice Update	Bills printed for TACS acct's do not say they are in TACS and allows customer to send payment to RIC to process. - correct this.	4/1/2025		NS				
6	SR	H	Automate Non-tax/ Tax Relief Status Roll Forward	Automate any "6" tax adjustment made to "nontaxable" or "releif" status to the roll forward in Annual Billing in RVAPay.	4/1/2025		NS				
7	SR	M	DMV Exclusion Automation	Automate the remaining manual "exclusion" review process for liability dates and class codes in RVAPay.	4/1/2025		NS	Saerge			
8	SR	M	Prorated Locality Table Update	Update the Non-prorating locality table in RVAPay.	4/1/2025		NS				
9	SR	M	Add Historical NADA Table	Add a "historical NADA table for prior years as reference to explain Assessed Value swings to customers.	4/1/2025		NS				
10	SR	M	Streamline Ticket Category Descriptions	Streamline Ticket Categories to remove duplicates and improve work assignments	6/1/2025		NS				
11	SR	M	Automate Tax Corrections/Adjustment	Create automation to handle corrections/adjustments for efficiency/accuracy.	6/1/2025		NS				
12	SR	M	Automate Refund Process	Create automation to handle refund steps for efficiency/accuracy.	5/15/2025		NS				
13	SR	L	Customer Communication Alert	Email capture needed for customer tickets / portal only communication by team; no external emails; response by customer should attach and "activate" a "customer response flag" when customer responds.	4/1/2025		NS				
14	SR	L	QC Review Tracking Button	Create a flag/button to document QC review by Supvsr on tickets worked							
Automation Questions:											
?	Request	L	DMV Version Consistency to Staff	DMV access screens are different for the staff and need update to consistent view.	4/1/2025		NS				
?	Access Request	L	Access Restrictions to SME's	Ability to restrict access to PPT leads of Marlo, Mikal, Katina for ticket processing.	5/5/2025		NS				
?	Is more automation available	H	Automate DMV File Upload/Run	Automate the weekly and monthly DMV file upload to run.	4/1/2025		NS				
?	Request SOW for review	H	Processing Rules Coding Review	Verify automation rules of RVAPay PP provided at implementation.	4/1/2025		NS				

RVA Portal Development SR & IR Tracking				This document is a "project SR IR" tracking and not a formal IT SR IR per Michelle Barclay. AS used the chat to identify issues and discuss at the daily Development team meetings.		LEGEND:	edit needed		
Last Update:		7/7/2025				NS-Not Started			
Author:		Anne Seward				IP-In Progress			
							C-Completed		
Count	SR / IR #	Priority (H / M/ L)	Issue	Description	Origin Date	Completion Date	Status:	Staff Rep	Notes
IR TRACKING:									
1	IR	H	BPP De-certification	Problem with APP certifications (some cases)	7/2/2025			Srinivas	
2	IR	H	MUNIS BPP/BPOL account migrations	Some accounts not available in New system [missing accts population for account migration]	7/2/2025			Srinivas	
3	IR	H	RVAPAY account creations [BPP]	For New business licenses, BPP account profile is automatically created; (occasionally created duplicate)	7/2/2025			Srinivas	
4	IR	H	PDF not opening - BPOL/BPP	Filing and Invoices not opening and is sporadic [Go over and see historical requests & trend to identify the pattern]	7/2/2025			Srinivas	
5	IR	H	Request for incorrect payment corrections for new licenses created { This is tied to various areas as duplicate license types have been created	Gap in New business license application process to limit creation of new license associated with an account. How about new account ? With new license ? No process defnied for activating a licenses when it is inactive? What is the process for opening business ? (Require discusion to go over all the requirments associated)	7/2/2025			Srinivas	
6	IR	H	BPP Account not available	Previously discussed { Data refreshes are not being scheduled daily}	7/2/2025			Srinivas	
7	IR	H	Penalty & Interest BPOL Tax amount is set to empty for renewals for some cases	Requires broader discussion ; Issues: 1. Traning issue 2. Some account/licenses have penalty/interest added due to tax amount set as 0 { Bug}	7/2/2025			Srinivas	
8	IR	H	Renewal license (Not able to enter amount)	Exempt vs non-exempt status { Training issue}; Adding a license status in customer search Finance team to go over pain points	7/2/2025			Srinivas	
SR TRACKING:									
1	SR	H	Address Updates- BPP	No functionality available for BPP address updates	7/2/2025			Srinivas	
2	SR	H	Adress updates - BPOL (Renewal License)	Finance team to come up with a process and give requirement to technical team (This issue is raised as concern for allowing location updates by themselves in customer portal without paper work or approval proesses) 1. Restrictions and functionality definition	7/2/2025			Srinivas	
3	SR	H	NEW BPP Account profile	No functionality exists for creation of new BPP profile [Current process is setup account in MUNIS move to RVAPAY]	7/2/2025			Srinivas	
4	SR	H	EIN Updates for BPP, BPOL	No functionality to update EIN's forBPOL or BPP; Business descisions needed on how; Having customer submit requests from portal or only finance doing? Already registred customer - Corrections should happen at registration level; Also tracing history of changes across any profile updates; Incorrect in MUNIS and same in new system	7/2/2025			Srinivas	
5	SR	H	Transfers - BPP	Functionality is not available yet and in pipeline	7/2/2025			Srinivas	
6	SR	H	Transfers - BPOL	Functionality is not available yet and in pipeline	7/2/2025			Srinivas	

OUR CORE VALUES:

PROFESSIONAL

We exhibit a courteous, conscientious, and businesslike manner in the workplace.

ACCOUNTABLE

Our work is knowable, doable, and explainable; we answer for it.

COMPETENT

This staff possesses the requisite abilities to get things done correctly and on schedule.

TEAM

Together we are marked by devotion to teamwork rather than individual achievement.



DEPARTMENT OF
FINANCE



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