



City of  
**HOPEWELL**  
VIRGINIA

THE  
**ROBERT BOBB**  
GROUP



# STATUS REPORT

## PROJECT MANAGEMENT OFFICE AND ACCOUNTING REMEDIATION SERVICES

11-17-2023

**PROJECT MANAGER**  
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## INTRODUCTION

This status report provides an overview of the progress made to date and outlines the upcoming actions and challenges related to the Project Management Office (PMO) and Accounting Remediation Services.

In this report, we will delve into completed milestones, immediate next steps, and potential challenges we may encounter. The accomplishments detailed in the "Completed to Date" section reflect the diligent efforts of our team in the initial phase of this critical undertaking. These actions underscore the commitment to establishing a strong foundation for the City's financial recovery and revitalization.

Additionally, the "Next Period Actions" section outlines our forward-looking strategies and immediate priorities, emphasizing the dedication to achieving our objectives. Through collaboration, proactive planning, and targeted actions, we are poised to steer the City toward financial stability.

We invite you to explore the detailed sections of this report to gain a deeper understanding of our achievements, ongoing initiatives, and the roadmap that will guide us in the coming period as we work towards financial recovery and transformation.

## EXECUTIVE SUMMARY

This update provides a succinct overview of the recent activities within the Project Management Office (PMO) and the Accounting Remediation Services project. Over the recent period, there have been substantial advancements across multiple fronts within the project. This report aims to succinctly capture these developments, offering a clear picture of the progress made and the ongoing efforts in various areas of the project.

As the project advances, the Business Process Team continues its focused efforts in transforming the operational narratives into Standard Operating Procedures (SOPs) and Visio flowcharts. With significant progress made, 20 out of the 23 narratives have now been successfully finalized, demonstrating considerable progress in accurately documenting the city's current operational processes. In the realm of the SOP Business Process, the past two weeks have been particularly productive, with the team crafting six detailed documents. These documents are currently undergoing a thorough review process. They are pivotal in laying the groundwork for designing the future state of the city's operations, representing a crucial step towards operational enhancement and efficiency.

Throughout this week, the ERP Consultants have made significant strides in optimizing the utilization of the Munis System. After receiving and reviewing the original contracts, amendments, and budget reconciliation documents from Tyler Technologies, they identified potential unused implementation days. These days may be utilized for additional ERP modules, enhancing the system's functionality. Furthermore, the team has secured vital support documentation, including the comprehensive mapping of Bank Codes and Bank Accounts, details of Accounts Receivable Charge Codes, and records of system journal entries. This documentation is pivotal in facilitating the ongoing reconciliation efforts, ensuring a more streamlined and accurate process.

Additionally, this week marks a significant milestone for the Reconciliation Team, reflecting notable progress in several key areas. A major achievement includes the successful completion of the City's Accounts Payable reconciliation for all outstanding years. In line with our commitment to uphold the highest standards of financial management and accountability for the City, a thorough analysis of the City's Master account was conducted. Any discrepancies identified during

this process are being meticulously reviewed, with necessary adjustments planned to ensure complete and accurate accounting. Additionally, development is underway for a new report that will compare deposit activities recorded in Munis with those in the bank statements, with the aim to rectify any discrepancies found.

Despite the Industry assessment, a focused and detailed review of the Wastewater Enterprise Accountant Report has continued, encompassing the examination of financial documents from 2020 and 2021, as well as billing documents from 2019-2021. Concurrently, significant progress has been achieved in developing the layout for the final report. To enhance the precision of our analysis, the team has also engaged in essential communications with the Enterprise Accountant for clarifications on specific document entries. These collective efforts this week have been instrumental in advancing our understanding and assessment of the industry.

In the section below, all activities performed, achievements realized, and obstacles encountered in the past week are detailed.

## 1. COMPLETED THIS PERIOD

### 1.1. WALKTHROUGHS/MEETINGS AND KEY ACTIVITIES

- **Status Report Meeting:** A status report meeting was held with the City Manager Dr. Concetta Manker to provide an update on the current position and progress within the project.
- **Position Control Business Process:** This week, a significant activity was the development of the Position Control Business Process for the City of Hopewell. The Position Control Business Process is for municipalities that did not implement the Position Control module when their ERP system was installed. Industry experts have noted because of the complexity of the ERP installation process that most medium to small municipalities do not install the Position Control module. This process is designed to reconcile actual annual salary obligations with the available Adopted Budget revenues. Key functions of the Position Control Document include:
  - **Budget Appropriation Validation:** This ensures that all positions within the city are adequately funded by Adopted Budget appropriations.
  - **Identification of Salary Savings:** The process also involves locating potential salary savings. These savings can then be strategically used to offset any funding or budget shortfalls in various functional areas of the city.
- **Hopewell Munis Overview / General Navigation:** The ERP Consultants met with the Interim Finance Director to provide an overview of the Tyler Munis ERP system. This included a review of general navigation as well as an introduction to various reporting and system inquiry programs.
- **Bank Codes and Bank Accounts Mapping:** As a result of the recent MUNIS Bank Codes/Accounts Meeting, the individual responsible for maintaining the Bank Codes and Bank Accounts has been identified. This person was tasked with completing the bank codes and bank accounts mapping workbook, involving the alignment of all Tyler Munis ERP cash General Ledger (GL) accounts with the City's physical bank accounts. The ERP Administrator and Treasurer's Office staff have successfully completed this task. This

mapping will greatly assist the Reconciliation team in managing cash flow and the ongoing reconciliation efforts.

- **Data Integrators Walkthrough:** A pivotal meeting was held involving key City Officials, the President of Data Integrators (DI), and the RGB Teams to discuss the billing and account management processes managed by DI for the City of Hopewell. The conversation thoroughly addressed several critical aspects of these processes. The meeting also focused on developing future strategies to strengthen the partnership between the City and DI. These strategies are geared towards streamlining and enhancing the efficiency of billing and account management operations, reflecting a joint commitment to improving service delivery and operational effectiveness.
- **City Council Meeting:** A comprehensive update on the progress of the project was presented, highlighting both the achievements and the challenges faced. Additionally, the four proposed amendments to the project, put forward for consideration, were met with approval by the City Council.
- **Meeting with Robert Half:** UHY Team met with Robert Half temporary staff on the pre-audit team to review the scope and detail of tasks conducted on the 2020 and 2021 audit schedules and received the list of all the PBC items needed.

## 1.2. STANDARD OPERATING PROCESS (SOP) STATUS

In the project's initial phase, the UHY Team has worked in collaboration with various key city departments and offices to develop narratives that describe the existing processes and activities within the city. These narratives, now nearing completion, offer a reflection of the current operational state.

Currently, the Business Process Team is in the process of transforming these narratives into Standard Operating Procedures (SOPs). These SOPs are being meticulously crafted into comprehensive Word documents. They detail step-by-step processes and clearly define roles and responsibilities. Additionally, to enhance understanding, role-based visual flowcharts are being created. These flowcharts offer an intuitive grasp of the procedures. Upon finalizing the initial versions of the SOPs, the Business Process Team will circulate the documents back to the contributors for further refinement, approval, and to clarify any arising questions. This

collaborative and iterative process is crucial in ensuring that the final deliverables — thoroughly documented Word files and flowcharts — accurately represent the city's current operational state. With this documentation in place, the RBG Teams and the City will jointly identify and implement improvements in policies and procedures, thereby shaping the future state of each process within the city.

Below are the activities performed this week related to the narratives and Standard Operating Process progress:

- **Narrative Documentation & Review:** In the ongoing effort to document and review departmental narratives, there has been significant progress. Last week, the narrative for the Children's Service Act (CSA) was successfully finalized and approved. Currently, the Personal Property Tax narrative is undergoing an active review process with the Treasurer, and the UHY Team is in the final stages of completing the Emergency Medical Service (EMS) narrative. Additionally, the last narrative to be developed from this phase involves a walkthrough with Data Integrators. It is also important to highlight that the walkthroughs for this phase of the project have now been completed. This comprehensive documentation is not just a reflection of the present state but is also foundational in guiding the improvements in policies and procedures. These enhancements are instrumental in shaping the future state of operations across the city, paving the way for more efficient, effective, and streamlined processes.
- **Standard Operating Procedures (SOP):** Significant progress has been made this week in the development of SOPs and Visio flowcharts. The Business Process team has completed three more comprehensive SOP documents, specifically for Business License Tax, Procurement, and Budget. Alongside this, two of the respective Visio flowcharts have been drafted, with another nearing completion. Additionally, three SOP drafts – Business Property Tax, Accounts Payable, and Payroll – have undergone thorough reviews by the RBG team and have been forwarded to the narrative creators for a Future State Review. The Procurement SOP is currently under review by the RBG Team. This steady progress underscores the effective advancement towards the project's goal of streamlining and optimizing business processes. The status of the SOPs at the end of the week is summarized



in the table provided below. Important to note that the Visio Flowcharts are going to be updated after the Future State Review has completed.

Table 1 - SOP Documents and Flowcharts Status

	SOP Word Document	SOP Visio Flowchart
<b>Draft - In Process</b>	1	2
<b>Draft - Completed</b>	2	5
<b>RBG Review - In Process</b>	1	-
<b>Future State Review - In Process</b>	3	-
<b>Not Started</b>	16	16
<b>Total</b>	23	23

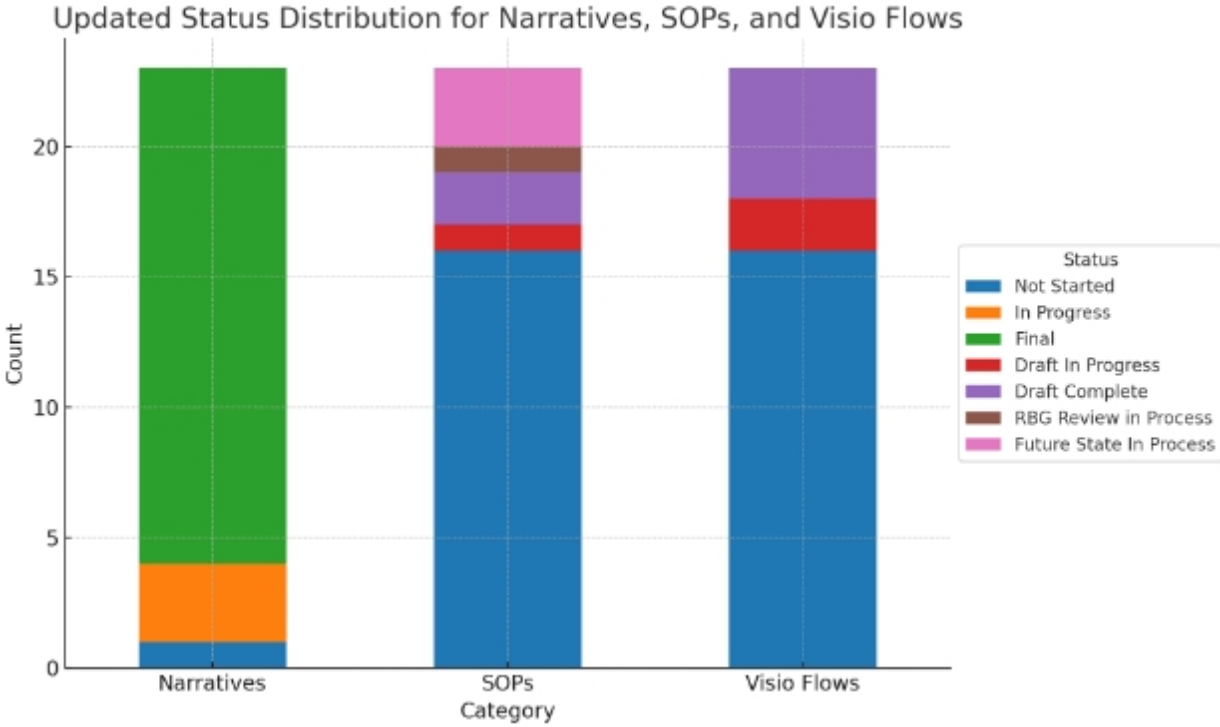
The table and the graphic below offer an overview of the ongoing narratives and the progress in creating SOP documents. This tracker will be updated weekly to provide a real-time snapshot of our progress.

Table 2 - Narrative and SOP Tracker

Walkthrough	Narrative	SOP Word Document	SOP Visio Flowchart
Budget	Finalized	Draft: Complete	Draft: In Process
Business License Tax	Finalized	Draft: Complete	Draft: Complete
Public Service Tax	Finalized	Draft: In Process	Draft: In Process
Accounts Payable	Finalized	Future State Review: In Process	Draft: Complete
Business Property Tax	Finalized	Future State Review: In Process	Draft: Complete
Payroll	Finalized	Future State Review: In Process	Draft: Complete
Procurement	Finalized	RBG Review: In Process	Draft: Complete
Asset Forfeiture	Finalized	Not started	Not started
Bank Franchise Tax	Finalized	Not started	Not started
Estimated Income Tax	Finalized	Not started	Not started
Food and Beverage Tax	Finalized	Not started	Not started
Community Development Block Grant (CDBG)	Finalized	Not started	Not started
Hopewell Regional Water Treatment Facility (HRWTF)	Finalized	Not started	Not started
Machinery and Tools Tax	Finalized	Not started	Not started
Parks and Recreation	Finalized	Not started	Not started
State Income Tax	Finalized	Not started	Not started
Children Service Act	Finalized	Not started	Not started



Real Estate Tax	Finalized	Not started	Not started
Special Welfare	Finalized	Not started	Not started
Munis Employee Expense Reimbursement Module	Finalized	Not started	Not started
Personal Property Tax	Client Review	Not started	Not started
Emergency Medical Services (EMS)	In Process	Not started	Not started
Data Integrators	In Process	Not started	Not started



### 1.3. ENTERPRISE RESOURCE PLANNING (ERP) CONSULTANTS STATUS

During this week, as part of the ongoing initiatives to enhance the utilization of the Munis System, the ERP Consultants have accomplished the following:

- Training Issues Resolution:** The Bank Reconciliation follow-up training with Tyler Technologies is scheduled for Thursday, December 14, 2023. However, given the city's potential transition to a pooled cash fund system, the ongoing reconciliation work and the

efforts to ascertain accurate cash balances in the City's physical bank accounts, ERP Consultants pointed that revisiting and potentially rescheduling the training a few months later will be beneficial. Completion of reconciliation for prior fiscal years and the Tyler Munis ERP system's accurate reflection of the City's true cash balances would render the training more effective, ensuring staff gain maximum value from the session.

- **Tyler Technologies Contract:** Tyler Technologies completed the request to reconcile the budget concerning their contracts with the City, focusing on the Tyler Munis ERP implementation. As result of it:
  - The ERP Consultant's review of the contracts, amendments, and budget reconciliation suggests that the City might have approximately seven unused implementation days remaining from the original Tyler contract.
  - ERP Consultants has sought clarification from Tyler Technologies on whether these days can be applied to additional Tyler Munis ERP modules that the City has purchased but not yet utilized.
  - ERP Consultants has requested Tyler Technologies to furnish original contracts and any amendments for additional City engagements that has not been provided, including Executime, Access Migrations, Court Cases, and Payments projects.
- **Reconciliation Support Documentation Provided:** At the request of the ERP Consultants, the ERP Administrator provided an extract of all Accounts Receivable (AR) Charge Codes, as well as of all system journal entries ever posted in the Tyler Munis ERP system. This information is intended to support and facilitate ongoing reconciliation efforts.
- **Reconciliation Assistance:** Ongoing support was provided to the Reconciliation Team through the generation of various Accounts Receivable reports and data extractions within the Tyler Munis ERP for reconciliation purposes.
- **Pooled Cash/Treasury Fund Test:** Continued the configuration of the pooled cash/Treasury fund in Hopewell's Tyler Munis ERP TEST environment to assess its potential to streamline the City's bank reconciliation process.

- Upon completion and testing of the pooled cash fund configuration in TEST, ERP Consultants will organize a review meeting with the Finance department (Ramonda/Russ), the Treasurer's Office, and the ERP Administrator.

#### 1.4. RECONCILIATION STATUS

This week signifies a significant milestone for the reconciliation team, with substantial progress achieved. The successful completion of the City's Accounts Payable reconciliation for all remaining years stands as a noteworthy accomplishment in the ongoing project. To further facilitate the reconciliation process, additional analyses and reports are being developed. Below are the details of key activities performed:

- **Accounts Payable Reconciliation:** The team has successfully obtained a check register from Munis for all checks issued during fiscal years 2020, 2021, 2022, and 2023. They have meticulously matched each check from Munis with those cleared from the bank account, resulting in the successful reconciliation of these accounts. Moving forward, the team will apply the same reconciliation process to other accounts, including City payroll, Schools cash, and Schools payroll. The goal is to complete the reconciliation of these additional accounts by the end of November 2023.
- **New Reports/Analytics Update:** This period has seen the completion of critical financial analytics tasks. The team has successfully updated the rollforwards for accounts receivable for FY 2019 and FY 2020, ensuring that the records accurately reflect all transactions and adjustments in these periods. Additionally, thorough reserve calculations for Real Estate and Personal Property Taxes have been conducted. These calculations are essential for accurate financial planning and liability management, providing the City with a clear picture of potential future obligations in these areas.
- **Analysis of the City Master account.** In recent efforts to enhance financial transparency and accuracy, the team has conducted an in-depth analysis of the City's Master account. During this review, it was observed that wire transfers from the Master account have not been consistently recorded in the accounting systems. To address this, a thorough comparison is being made between the City's master bank account statements and the general ledger. This process involves meticulously matching wire transfer amounts as

reported by the bank with the corresponding entries in the general ledger. For any wire transfers that appear in the bank statement but not in the ledger, the team is diligently noting these as reconciling items. Following this, necessary adjustments will be made to the records to ensure complete and accurate accounting.

- **Report on Munis Deposit Activity:** A new report is in development, aimed at meticulously tracking all deposit activity within the Munis system, as detailed in the general ledger account report provided by the ERP Consultants. The key focus of this report is to compare the deposit activities recorded in Munis against those shown in the bank statements. This comparison is crucial for identifying any discrepancies between the two records. In cases where differences are found, the team will meticulously record these as reconciling items. Subsequently, any necessary adjusting entries will be made to rectify these discrepancies.
- **Review of ZBA Treasury Arrangement:** A thorough review is being conducted of the City's Zero Balance Account (ZBA) structured Treasury arrangement. This involves meticulously examining each monthly bank statement, which includes accounts such as Master, City Accounts Payable (AP), City Payroll, Schools AP, Schools Payroll, and Data Integrators. The focus of this review is to ensure that the sweep amounts are accurately recorded and reconciled on both sides of every sweep transaction.
- **PBC Review in Preparation for Audit:** Currently, a 'Prepared by Client' (PBC) review is underway in anticipation of the upcoming audit. This process involves a comprehensive examination of the documents and information that the City needs to provide to auditors.

#### 1.5. INDUSTRY ASSESSMENT STATUS

- **Wastewater Enterprise Accountant Report Review:** The team has diligently continued the review of submitted financial documents, including the 2020 and 2021 Year-End Actual files, along with the billing documents for the years 2019-2020 and 2020-2021. This ongoing review is critical for a thorough understanding of the financial operations.
- **Report Layout Creation:** Progress has been made in designing the layout for the final report. The team is currently using available information and placeholders for data yet to

be received. This step is essential in preparing for the integration of all collected data into a comprehensive report.

- **WWTP Operations and Capital Entries Analysis:** Discussions were held with the team regarding the wastewater treatment plant (WWTP) operations and capital entries, as well as their methodologies. Relevant files were shared to ensure consistency and clarity in understanding these entries.
- **Communication and Clarification:** The team has been in contact with the Enterprise Accountant to clarify certain document entries, furthering the accuracy and understanding of the financial data.

## 2. INTERIM FINANCIAL DIRECTOR INSIGHTS

### Current Week

- The commencement of weekly meetings with the Treasurer, establishing a regular platform for financial discussions and decision-making.
- The initiation of monthly meetings with Schools to ensure alignment on financial matters and foster collaborative planning.
- Ongoing development of an extensive cash flow model, which is aimed at proactively forecasting potential cash flow issues for the upcoming 12-18 months. This initiative is critical for enhancing the city's financial planning and management.
- The creation of a beta version of a near-term cash flow model specifically focused on getting to the payment of December 2023 Real Estate Taxes.
- A productive meeting with the budget team, resulting in the updating of the budget calendar, set for distribution post-Thanksgiving.
- Continued efforts in building and strengthening relationships within the Finance Department and other city departments to foster a cohesive approach to financial management.

### Upcoming Week

- **Complete Near-Term Cash Flow:** Finalizing the immediate cash flow model to assess the City's short-term financial status.

- **Finalize Longer-Term Cash Flow Draft:** Completing the first draft of the longer-term cash flow model, covering a period of 12-18 months, for future financial forecasting.
- **List Internal Finance Issues:** Creating a comprehensive list of internal finance issues that need attention, ensuring systematic identification and management of these concerns.
- **Reflect on First Month's Work:** Preparing an analysis of the issues encountered during the first month of work at the City, providing insights for ongoing process improvement and strategic development.

### 3. OBSERVATIONS AND INSIGHTS

In the past week no new issues were identified, marking a period of steady progress and effective management within the project. The team's focus remains on addressing and resolving the previously identified issues.

Significant efforts are ongoing to systematically address the 96 issues that have been identified, with a concerted effort to implement the recommended solutions.

The assessment of policies and procedures, enriched by departmental interviews and walkthroughs, plays a pivotal role in delineating departmental workflows. Presently, 20 of 23 narratives are finalized. These narratives are indispensable for the evaluation of existing processes to ensure alignment with contemporary standards.

The concurrently developed flowcharts aim to deliver a comprehensive representation of the phases, processes, and procedures that define the day-to-day activities of city departments. This meticulous approach pinpoints any inherent operational risks, facilitating the establishment of corresponding controls and procedures to mitigate them. This meticulous identification and analysis will serve as a robust foundation for the introduction of improved and streamlined standard operating processes.

The table below offers a summarized breakdown of findings, enhancing visualization and organization. It's worth highlighting that 62 of the identified issues fall under the category of Policies/Procedures. As the Business Process Team continues its collaborative efforts with other project teams, we anticipate substantial progress in the months ahead.

Table 3 - Summary of findings.

Category	Count
People / Training	17
Policies / Procedures	62
Reconciliations	3
Internal Controls	14
<b>Grand Total</b>	<b>96</b>

The chart below shows the findings distribution among impacted departments. Notably, Finance, Accounts Payable, Purchasing and Treasurer are the most affected as of the date of this report. It's important to note that this data is updated weekly.

Figure 2 - Findings by Affected Department.

\*\* HWRTF: Hopewell Wastewater Renewal Treatment Facility

In a recent review, the identified issues related to the ERP System within the project have been meticulously examined to update and reflect the present status of each item. Table 4 showcases identified issues along with the current actions being undertaken to resolve them.



Table 4 – Issues under Resolution, Impacted Department, and Next Actions.

Impacted Dept	Issue Detail	Recommendation	Current State	Next Actions
Technology	MUNIS training and owner needed	<ol style="list-style-type: none"> <li>1. Identify owner ERP Administrator</li> <li>2. Re-train key users</li> <li>3. ERP Administrator identified</li> <li>4. Training started on 9/19</li> <li>5. Training Sessions are being performed</li> </ol>	Training Sessions are being done with city staff. ERP Consultants scope accepted by City Council.	<ol style="list-style-type: none"> <li>1. Training with Tyler and ERP Consultants</li> </ol>
Treasurer	Treasurer experienced issues with Munis not applying DMV stop fee to all stops placed for delinquent PPT. Treasurer extended deadline for past due PPT to resolve Munis issues.	Work with Munis experts to resolve Munis issues.	Need to work with ERP Administrator in IT to understand trainings already scheduled with Tyler Technologies during calendar year 2024 through the City's PACE program with Tyler.	Based on what has already been scheduled with Tyler, determine if any PACE budget remains to support additional training on Property Revenues, specifically a review of the functionality related to processing DMV stop fees.

Impacted Dept	Issue Detail	Recommendation	Current State	Next Actions
Purchasing	Hopewell has purchased access to the Tyler bids and contracts modules; Those modules appear to be unutilized. It appears to be formal tracking of the entire population of contracts and relevant metrics (Contract expiration date, SLOs, renewals dates and terms).	Work with Munis experts to explore and utilize the Munis modules. Develop formal tracking tool to track the entire population of contracts and relevant metrics.	In process of working with Tyler to understand budgeted balances from original contracts and any amendments completed with Tyler.	Once budgeted balances confirmed, determine whether existing budget can support implementation of unused/additional module(s), or request price quotes from Tyler to determine cost to implement the additional module(s).
Accounts Payable	Accounting Technician maintains manual listing of check number information from check runs (first check number, last check number).	Determine whether Munis can automatically track and assign such check numbers.	ERP Consultants request additional information surrounding the origination of this request and the current process. Is this for all AP checks, or only certain AP checks? And only printed checks, or does this also impact EFTs and Wires/Disbursements?	The Select Items to be Paid program, and other AP reporting programs, should provide this type of information so someone doesn't need to track that information on a separate listing outside the system. Once process is confirmed, review areas for improvement.
Accounts Payable	Munis does not consistently generate accounts payable files in the same manner for processes (EFT, Cash	Determine whether Munis can create text file for manual check run to send to Treasurer.	In Review - Determine whether Munis can create text file for manual check run to send to Treasurer.	TBD

Impacted Dept	Issue Detail	Recommendation	Current State	Next Actions
	Disbursements Journal, manual check run)			
Accounts Payable	The invoice number field in Munis is size limited. Many account numbers, which are used in lieu of invoice numbers if such invoice numbers are not available, may be too long to enter into the system. As such, data in the invoice number field is inconsistently entered, making it difficult to use that field for appropriate follow up.	Determine whether the invoice field in MUNIS can be expanded to accommodate larger invoice numbers. Also, a standard data definition for invoices for which there is not an invoice number should be developed to facilitate research.	Since the Munis invoice number field is limited to twenty (20) characters and cannot be expanded, recommend that the City create a standard data definition for invoices for which there is not an invoice number be developed to facilitate research, and should be incorporated into policies and procedures	Create a standard data definition for invoices for which there is not an invoice number be developed to facilitate research, and incorporate into policies and procedures
Treasurer	The Treasurer's Office is not relying on Munis to calculate interest on delinquent tax receivables. They are manually calculating interest and adjusting the interest calculation in Munis.	Munis should be designed to calculate the appropriate amount of interest on delinquent tax receivables.	Work with ERP Administrator in IT to understand trainings already scheduled with Tyler Technologies during calendar year 2024 through the City's PACE program with Tyler.	Based on what has already been scheduled with Tyler, determine if any PACE budget remains to support additional training on Property Revenues, specifically a review of the functionality related to calculating interest on delinquent tax receivables.

Impacted Dept	Issue Detail	Recommendation	Current State	Next Actions
Judicial	The Jury Duty payment process is manually driven. These papers supporting payment process are hand delivered from party to party to ensure payment to City citizens.	The City should explore implementing the Jury Management module in Tyler Munis.	Request Tyler provide a sales demonstration of the Tyler Munis ERP Jury Selection module  Request Tyler provide a price quote for associated licensing and implementation costs for the Tyler Munis ERP Jury Selection module.	Once price quote provided and demonstration completed by Tyler, City stakeholders to review all information and determine whether the City should proceed with purchasing and implementing the Tyler Munis ERP Jury Selection module.
Finance	Based upon walkthroughs with the Commissioner of Revenue, Finance, Treasurer, and others, City personnel are unaware of the various chart of account charge codes to which transactions should be recorded. This results in transactions being recorded in improper accounts.	The chart of accounts should be mapped to the Virginia Uniform Financial Reporting Manual. Further, all standard charge codes in Munis should be reviewed for accuracy. Finally, all Munis users should be trained on how to use standard charge codes in Munis properly.	Determine City staff responsible person, from either Finance or Treasurer's Office	Assigned City staff responsible person to: 1) Map COA to Virginia Uniform Financial Reporting Manual 2) Review and update COA, and subsidiary ledgers (i.e., Accounts Receivable Charge Codes) as needed 3) Finance or Treasurer's Office staff to train users on how to utilize the City's COA

#### 4. NEXT PERIOD ACTIONS

- **Plan for the Week of 11/20:** In the upcoming week, various teams will maintain their collaborative efforts, focusing on addressing immediate requirements and advancing the project's goals. The sections below outline the specific activities and tasks each team is set to perform. Note, this is a short week due to the Thanksgiving holiday.
- **Reconciliation Team:** The forthcoming week's agenda for the Reconciliation Team is set to focus on a range of critical tasks as part of the ongoing account remediation process. Delivery of inquiries for the pre-audit phase is scheduled, a crucial step in preparing for an effective and comprehensive audit. In parallel, the analysis of the Master account will continue, ensuring thorough financial scrutiny and accuracy. The reconciliation of other receivables is also planned, aiming to keep the City's financial records precise and current. Furthermore, a review of investment account reconciliations is on the agenda, with involvement from the Annual Audit Service Team (CAAS). These activities collectively underscore the commitment to maintaining rigorous financial oversight and accuracy.
- **ERP Consultants:** In the upcoming week, the ERP Consultants will engage in several key activities to advance the City's Tyler Munis ERP system. The team will discuss with City stakeholders the next steps regarding the Tyler ERP modules. This will involve decisions on which unused modules, such as Application Tracking and Executime Time & Attendance - Advanced Scheduling, can be removed, and which modules, like Employee Expense Reimbursement, should be added through a contract amendment with Tyler. Following this strategic discussion, a table summarizing the status of all modules will be included in this report for a comprehensive overview. Additionally, the ERP Consultants will continue their work on setting up and testing a pooled cash fund within the TEST database of the City's Tyler Munis ERP. Alongside these activities, the ERP Consultants will persist in providing essential support to the reconciliation team, focusing on bank reconciliation efforts to ensure smooth progress and alignment with the project's objectives.
- **Business Process Team:** The ongoing efforts to draft SOP documents and flowcharts continue, with the goal of having at least four documents ready every week – two Word documents and two Visio flowcharts. Following this goal, next week's objectives include initiating the development of the next set of two SOPs and flow diagrams, completing the

internal review of SOPs and flow diagrams from the previous week, submitting them to Subject Matter Experts (SMEs) for validation, and updating SOPs and flowcharts based on feedback received from SMEs to ensure accuracy and alignment with established processes.

- **Industry Assessment:** The team will be continuing the dialogue with the Hopewell Water Renewal Enterprise Accountant, addressing specific questions pertaining to the submitted files. Additionally, there will be a concerted effort to continue the review and understand the operations, revenues, and expenditures of the Wastewater Treatment Plant (WWTP). Concurrently, the team will also diligently review any new files received, with a keen eye on their accuracy, consistency, and the logic behind the approaches used.
- **Detailed Meetings:** The scheduled meetings for the upcoming week are detailed below.
  - 11/20/2023
    - ✓ Status Meeting
    - ✓ Internal Meeting
    - ✓ Annual Audit Service (CAAS) Meeting
  - 11/21/2023
  - 11/22/2023

## 5. ISSUES PREVENTING PROGRESS

- Remaining reports from Wastewater Enterprise Accountant – lack of resources present to do both this and wastewater billing.