

DUCHARME DYNAMIC E-SOLUTIONS MUNICIPAL REVENUE SUPPORT



The effective running of a Municipality is an immense task and has increasingly become more difficult in the current economic environment. Optimised and maximised municipal revenue can also be a daunting task due to the fact that there is no easy way to compare datasets like:

- valuation rolls,
- billing data,
- indigent registers,
- prepaid meters and
- property (deeds) information.

In order to effectively manage revenue and ensuring all services are billed and billed correctly, the municipality should be able to have a comprehensive overview of the municipal services revenue process and underlying datasets. An integral part of completeness of revenue is the ability to compare information between your **valuation roll, billing system and owner (deeds) information to ensure data completeness and accuracy.** Ducharme Dynamic Revenue is a system that:

- actively and **continuous consolidates revenue datasets (and track exceptions)** to identify potential areas where revenue can be optimised specifically for properties and services within your Municipal area; and
- which through this maintained and up-to-date integrated revenue data set, our system provides for the automation of **Municipal Rateable Valuation Reconciliations.**

Ducharme Dynamic Revenue has been successfully utilised at over 30 Municipalities to assist in the assessment of the completeness of their revenue as well as clearing of revenue data exceptions.

Our support and system aims to assist municipalities in the following **core challenges** on continuous basis through the year (instead of at year-end or even after legislated reporting should have made), which impacts the timeous collectability and recovery of actual revenue debt owed to the municipality):

Compound effect of incomplete / incorrect revenue data

If **all properties are not included** in processing runs, the municipality will be unable to bill the respective owners.

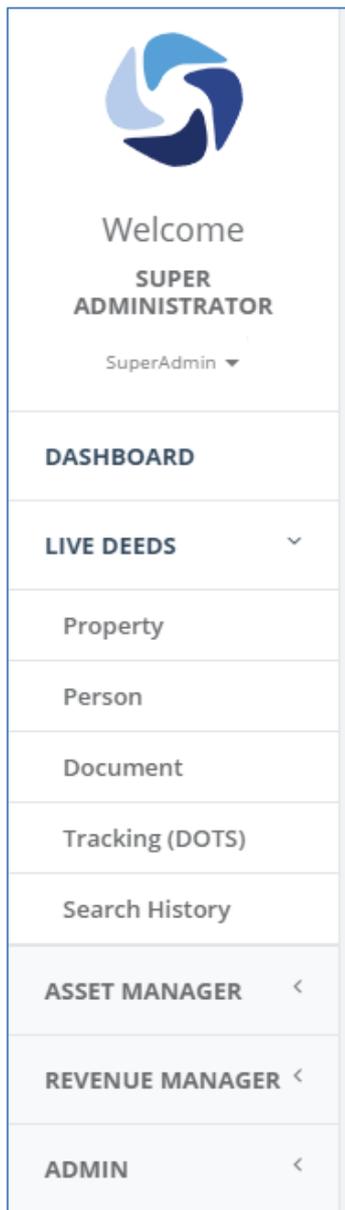
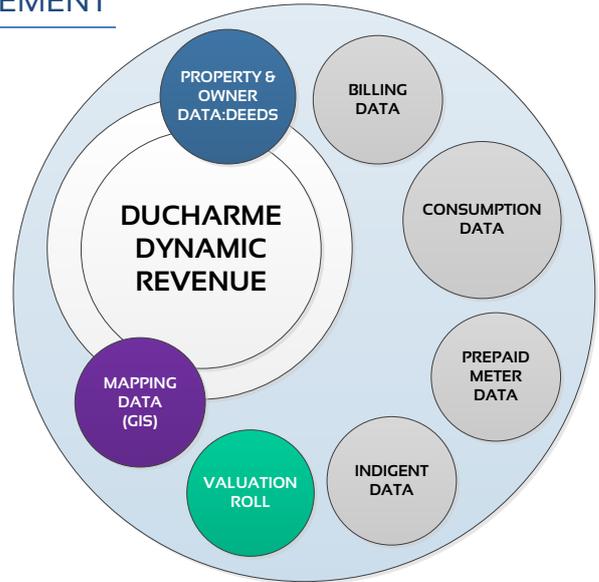
If the rates based services are calculated incorrectly, the municipality will not be able to bill all the revenue.

If not all services are billed for complete set of all properties (or billed incorrectly), the municipality will not collect the debt from the debtors.

SUPPORTING CONTINUOUS REVENUE MANAGEMENT

Our online revenue management system was developed to assist with an effective monthly revenue maintenance plan and support, to allow municipalities with specialist data analysis and linking but also exception reporting and overviews to address the above challenges. Our system aims assist entities to ensure **all billable revenue are billed** (though which service delivering can be support through effective billing) as well as general management support, especially in consideration of audit disclaimers issued by the AGSA on the incompleteness of revenue.

By utilising the **Ducharme Revenue Management platform** we can aid municipalities in providing a monthly revenue management maintenance plan, through a focus-built revenue datasets within the system, monthly updates and detailed exception reporting and progress.



Continuous Municipal revenue maintenance support include:

Integration of validated datasets (internal vs external data) through an **incremental update process** to ensure continuity of dataset ;

- Assisted updating of the system with the **latest billing data**;
- Assisted updating of the system with the latest Transfer (**Deeds Office**) data (provided by the Municipality or sourced at a cost by Ducharme);
- Assisted updating of the system with any supplementary **valuation roll** information; &
- Assisted updating of the system with an updated **indigent register**.

To provide **real-time summaries** (with GIS spatial overlays), **data mismatches** and **gap analysis** reports for investigation (with full audit trail) by management of these standard exception reports. This will assist municipal revenue staff to focus their attention and time on the key elements as well as the exception reports, which range from:

- **data correction adjustments** (which may not have a direct financial impact) but also
- **internal control shortcoming and revenue corrections** in the system (which may have a direct financial impact).

Functionality for providing a **rateable valuation reconciliation report** based on these datasets, and interlinked with the council approved rates.

Due to the nature of the revenue management process as well as the complexity of the various datasets Ducharme will take control of uploading the above-mentioned information into the Dynamic Revenue System and allow the Municipality access to the system for exception reporting as well as searching the information available in Ducharme Dynamic Revenue.

A. DUCHARME REVENUE EXCEPTION REPORTING & PROGRESS TRACKING

Our system allows for **comprehensive exception reports**. These exception reports range from considerations pertaining to property, valuation, indigent, billing and other datasets. Each time data is loaded and the exception reports are re-generated, the tracker will automatically re-adjust to show the latest changes.

In application of the old proverb of ‘What gets measured, gets done’ (which also applies to revenue management), our system also indicates the **progress of the clearing of exception reports** as part of the management processes. The Exception Report Tracker allows for the continuous tracking of the progress of clearing exception reports. This allows for management to effectively report on the progress made in the revenue enhancement process.

This is applicable as revenue management is a dynamic process as each of the interlinked datasets is set to change, be it from new owners of the properties, changes in actual consumption, the valuation roll processes, the indigent status and more. Each of these elements has a compounding effect for incorrect data on the actual revenue processes, where there is a delayed update to reflect the correct and complete data.

In terms of the progress tracking, each time exceptions are cleared, the progress and new position of can be viewed from the dashboard for an overview of priority tracked revenue metrics. The regular clearing of exceptions and update to the system will allow changes to the revenue datasets to be consolidated, providing up-to-date progress on the revenue position of the municipality as well as key focus areas.

The combination of these exceptions provides for a holistic approach to revenue datasets. The revenue exception reports include the following:



CATEGORY	EXCEPTION REPORT TYPE	ORIGIN OF EXCEPTION
	Properties NOT BEING BILLED for SPECIFIC SERVICES	<p>This report shows all properties that are NOT BEING BILLED for a specific service code. When clicking on the DOWNLOAD REPORT button, a filter will be displayed where the services to be included in the report will be show.</p> <p>Once the filters has been selected, the properties NOT BEING BILLED for the specific services will be included in the report. Please note that if more than one service is selected, the properties not being billed for ALL SELECTED SERVICES will be shown.</p>
	Properties where values on the valuation roll is LOWER than the last sale price	<p>This report shows all the properties where the values on the VALUATION roll is LOWER than the last sales price according to the Deeds Office information. A percentage can be set for instance, only show exceptions where the value on the valuation roll is 15% LESS than the last sale price.</p>
Valuation	Valuation Records NOT LINKED to a Property	<p>This report shows all the valuation records on the valuation roll that are NOT LINKED to a property. There are several reasons for that including outdated Deeds Office information, valuation records that are no longer valid, duplicates and other reasons.</p>
	Usage Comparison	<p>This report compares the Usage on the VALUATION Roll with the Usage on the Billing System, to ensure that the billing system contains the same usage as per the valuation roll.</p>
Indigent	Indigent Records with NO PROPERTY Record	<p>This report shows all the indigent records on the indigent register that are NOT LINKED to a property. This is to ensure that the indigent register is up-to-date and do not contain any entries that are outdated or incorrect. Each indigent record should link to a property.</p>
	Properties with INDIGENT RECORD	<p>This report shows all properties that have INDIGENTS associated with it. This report can be cross-referenced to your indigent register to ensure that the indigent register is accurate and up-to-date.</p>
Billing	Summary of SERVICES Billed for a Property	<p>This report shows all the services billed per property. If billing for a full financial year has been imported into the system, this report acts as a base for a RATES RECON.</p>

This is an example of a time tracked progress of an exception grouping, and dataset link for follow-up:



B. CONTINUOUS RATEABLE VALUATION RECONCILIATIONS

Following the comprehensive revenue dataset that has been maintained through the revenue data summaries and exception report follow-up, municipalities are able to automate **rateable valuation reconciliations**, which can be a daunting and very time-consuming task (especially where data is out-of-sync or out-dated).

However, due to the integrated nature of the data, an add-on module was also developed to assist municipal officials to run ad hoc rates rateable valuation reconciliations following input of the council approved rates, tariffs and rebates. This allows officials to focus in managing the results and outputs, rather than spending time to collate and compute this reconciliation on the constant changing database. This includes element considerations such as:



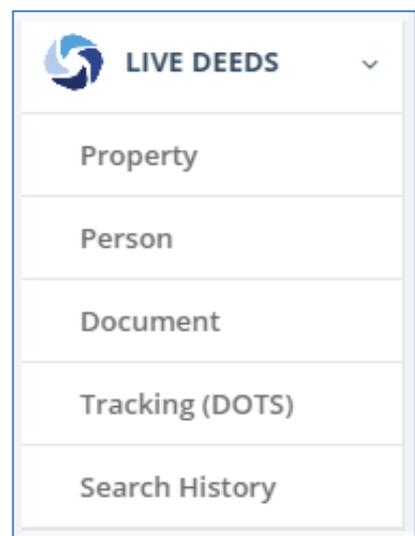
ELEMENTS	RATES RECON CONSIDERATIONS
FULL PROPERTY SET	Follow the integrated revenue dataset, the rateable valuation reconciliation can commence on the complete set of properties within the municipality.
VALUATIONS	This provides for the market valuations as determined for the General Valuation Roll and changes per supplementary valuations for the complete property set (should all the exceptions on completeness been addressed)
USAGE / ZONING	<p>This makes provision for the different property usages and zonings used in the municipality, linked with each sub-set of tariffs considerations on usage classes and applicable rebates.</p> <p>The following include examples from general main municipal usage / zoning classes as well as underlying sub-classes:</p> <ul style="list-style-type: none"> • Residential (standard, pensioners rebate, indigents, etc) • Business & Commercial / Industrial • Agriculture (agricultural utilised property, used for residential, eco tourism, small holdings, indigents etc) • Multiple use • Public benefit (sport grounds, schools, public worship, old age institutions, etc. • Municipal (municipal properties, public service infrastructure, quarries, cemeteries, etc.) • Other (other Government / state owned properties and land, communal land & land reform, protected areas, etc.) • Vacant land
TARIFFS & REBATES	The council approved tariffs will be applied to the usage classes and extent in terms of the valuations, as well as the rebates (each with its own threshold requirements be it property size, income nature elements such as pension or indigency, etc). It is key that the municipal tracks the different usage classes and sub-classes in terms of usage, as an applicable tariff and rebate will not be able to be applied if not provided for in the usage classes.

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	<p>This can be cross-casted for the full period or on a monthly billing, to allow for tracking and comparison against the actual billing cycles per month:</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: 8px;"> <thead> <tr> <th colspan="4">TARIFFS</th> <th colspan="10">BILLING</th> </tr> <tr> <th>ASSESSMENT RATE</th> <th>RATES BILLED</th> <th>REBATES</th> <th>DIFFERENCE</th> <th>07-2019</th> <th>08-2019</th> <th>09-2019</th> <th>10-2019</th> <th>11-2019</th> <th>12-2019</th> <th>01-2020</th> <th>02-2020</th> <th colspan="2"></th> </tr> </thead> <tbody> <tr><td>R741,51</td><td>R0,00</td><td></td><td>R741,51</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td></tr> <tr><td>R741,51</td><td>R0,00</td><td></td><td>R741,51</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td><td>R0,00</td></tr> 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387,25	R7 085,54	R5 362,17		R1 723,37	R487,47	R9 474,85	R7 552,38		R1 922,47	R686,58	R741,51	R0,00		R741,51	R0,00	-R3 811,50		R3 811,50				R8 548,56	-R12 360,06						R5 437,74	R4 984,05		R453,09	R453,15	R16 395,61	R11 630,63		R4 764,98	R1 057,33	R0,00	R1 411,33		-R1 411,33										R4 529,83	R4 449,06	R4 078,36		R370,70	R370,76	R8 980,51	R7 099,29		R1 881,22	R645,39	R10 463,53	R8 458,67		R2 004,86	R768,97	R0,00	-R6 786,55		R6 786,55						-R6 786,55					R4 882,20	R4 475,35		R406,85	R432,60	R396,55		R36,05	R4 325,48	R3 965,06		R360,42	R360,46	R3 460,38	R3 172,07		R288,31	R288,37	R5 520,13	R3 927,22		R1 592,91	R357,02	R741,51	R0,00		R741,51	R0,00																																																																																																																																																																																																																																										
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ASSESSMENT RATE	RATES BILLED	REBATES	DIFFERENCE	07-2019	08-2019	09-2019	10-2019	11-2019	12-2019	01-2020	02-2020																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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R741,51	R0,00		R741,51	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R4 696,23	R3 172,07		R1 524,16	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R8 239,00	R4 153,71		R4 085,29	R377,61	R377,61	R377,61	R377,61	R377,61	R377,61	R377,61	R377,61	R377,61	R377,61																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R9 156,61	R6 344,03		R1 812,58	R576,73	R576,73	R576,73	R576,73	R576,73	R576,73	R576,73	R576,73	R576,73	R576,73																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R494,34	R186,96		R307,38	R186,96	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R5 932,08	R2 152,37		R3 779,71	R195,67	R195,67	R195,67	R195,67	R195,67	R195,67	R195,67	R195,67	R195,67	R195,67																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R7 827,05	R6 041,97		R1 785,08	R549,27	R549,27	R549,27	R549,27	R549,27	R549,27	R549,27	R549,27	R549,27	R549,27																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R4 943,40	R1 699,28		R3 244,12	R154,48	R154,48	R154,48	R154,48	R154,48	R154,48	R154,48	R154,48	R154,48	R154,48																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R13 594,35	R11 328,68		R2 265,67	R1 029,88	R1 029,88	R1 029,88	R1 029,88	R1 029,88	R1 029,88	R1 029,88	R1 029,88	R1 029,88	R1 029,88																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R0,00	-R6 537,61		R6 537,61					R15 542,78	-R20 130,51				-R974,94																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R7 085,54	R5 362,17		R1 723,37	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R164,78	R26,62		R138,16										R26,62																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R89 648,56	-R1 396,51		R91 045,07	R1 781,68	-R3 178,19																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
R29 882,85	R28 130,98		R1 751,87		R6 645,73	R2 387,25	R2 387,25	R2 387,25	R2 387,25	R2 387,25	R2 387,25	R2 387,25	R2 387,25																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R7 085,54	R5 362,17		R1 723,37	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47	R487,47																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R9 474,85	R7 552,38		R1 922,47	R686,58	R686,58	R686,58	R686,58	R686,58	R686,58	R686,58	R686,58	R686,58	R686,58																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R741,51	R0,00		R741,51	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R0,00	-R3 811,50		R3 811,50				R8 548,56	-R12 360,06																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
R5 437,74	R4 984,05		R453,09	R453,15	R453,15	R453,15	R453,15	R453,15	R453,15	R453,15	R453,15	R453,15	R453,15																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R16 395,61	R11 630,63		R4 764,98	R1 057,33	R1 057,33	R1 057,33	R1 057,33	R1 057,33	R1 057,33	R1 057,33	R1 057,33	R1 057,33	R1 057,33																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R0,00	R1 411,33		-R1 411,33										R4 529,83																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R4 449,06	R4 078,36		R370,70	R370,76	R370,76	R370,76	R370,76	R370,76	R370,76	R370,76	R370,76	R370,76	R370,76																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R8 980,51	R7 099,29		R1 881,22	R645,39	R645,39	R645,39	R645,39	R645,39	R645,39	R645,39	R645,39	R645,39	R645,39																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R10 463,53	R8 458,67		R2 004,86	R768,97	R768,97	R768,97	R768,97	R768,97	R768,97	R768,97	R768,97	R768,97	R768,97																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R0,00	-R6 786,55		R6 786,55						-R6 786,55																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
R4 882,20	R4 475,35		R406,85	R406,85	R406,85	R406,85	R406,85	R406,85	R406,85	R406,85	R406,85	R406,85	R406,85																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R432,60	R396,55		R36,05	R36,05	R36,05	R36,05	R36,05	R36,05	R36,05	R36,05	R36,05	R36,05	R36,05																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R4 325,48	R3 965,06		R360,42	R360,46	R360,46	R360,46	R360,46	R360,46	R360,46	R360,46	R360,46	R360,46	R360,46																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R3 460,38	R3 172,07		R288,31	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37	R288,37																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R5 520,13	R3 927,22		R1 592,91	R357,02	R357,02	R357,02	R357,02	R357,02	R357,02	R357,02	R357,02	R357,02	R357,02																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
R741,51	R0,00		R741,51	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
<p>AD HOC SUPPORT:</p> <p>SCENARIO & MODELLING ON ASSESSMENT RATES MUNICIPAL SERVICES</p>	<p>We can provide ad hoc assessment rates modelling as part of budget processes, where various tariff scenarios can be developed for consideration of the municipalities' planning.</p> <p>Through the detailed exceptions as set out in section A above, the complete property set used for the rateable valuation reconciliation compared to specific usage classes can provide a dataset which can then be compared to expected services to be applicable on said property (e.g. electricity, water, refuse and sewer / waste water services).</p> <p>Based on historical inferences, we can assist with ad hoc running various scenarios and modelling for consumption which can assist with revenue budgeting, whilst forecasting on various tariff ranges.</p>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												

OTHER CORE FEATURES:
LIVE LINK FOR BULK DEEDS UPDATE

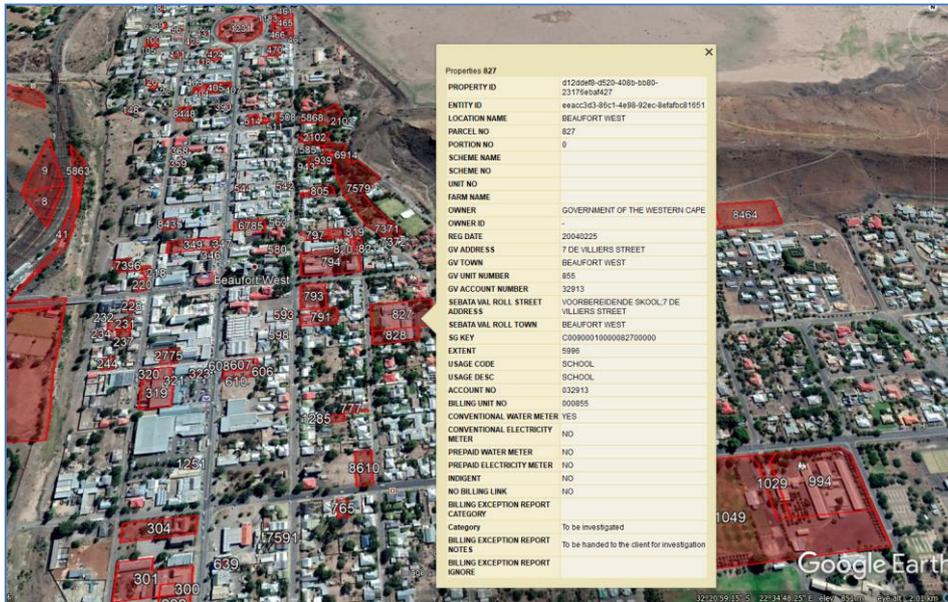
With a title deed being the origin and legislative requirement for property ownership, any changes in the title deeds processes by a municipality will impact the revenue processes of the municipalities based on the rates for such properties. As such, our system allows for automated information update via transfer information obtained from the Deeds Office, saving time for conversion and import by the municipality, once a request has been scheduled and costing approved for deeds. This allows data to be up-to-date from first instance, allowing for subsequent revenue actions to be triggered where ownership changes becomes effective.

Bulk deeds office purchased separately by the municipality (or e.g. their valuers) can also be uploaded at the first time setup, negating the need for duplication of deeds acquisitions. Our system has a live link into the Deeds Office database allowing us to directly search the Deeds Office for updated information, which also allows for the billing to be centralized through our support and invoicing.



DATA VISUALISATION & REPRESENTATION

They also say that a picture speaks a thousand words. As such we have made provision for each exception report also be uploaded and viewed in Google Earth, provide officials an instant geographic overview of the exceptions generated of the spatial information overlay of the data on a world chart. This is a powerful feature allowing you to visually represent the exception reports with click-in functional for each underlying exception element, instead of view text lines.



FOR MORE INFORMATION OR A DEMO OF THE SYSTEM FUNCTIONALITY

To find out more on this municipal focussed e-solution or to arrange for a demonstration of our Municipal Revenue Management system (which can be demonstrated via our online e-session & video conferencing platform), please get in touch with us to further discuss how we could assist.

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