

City of Petersburg Emergency Financial & Operational Restructuring

Presentation to Petersburg City Council

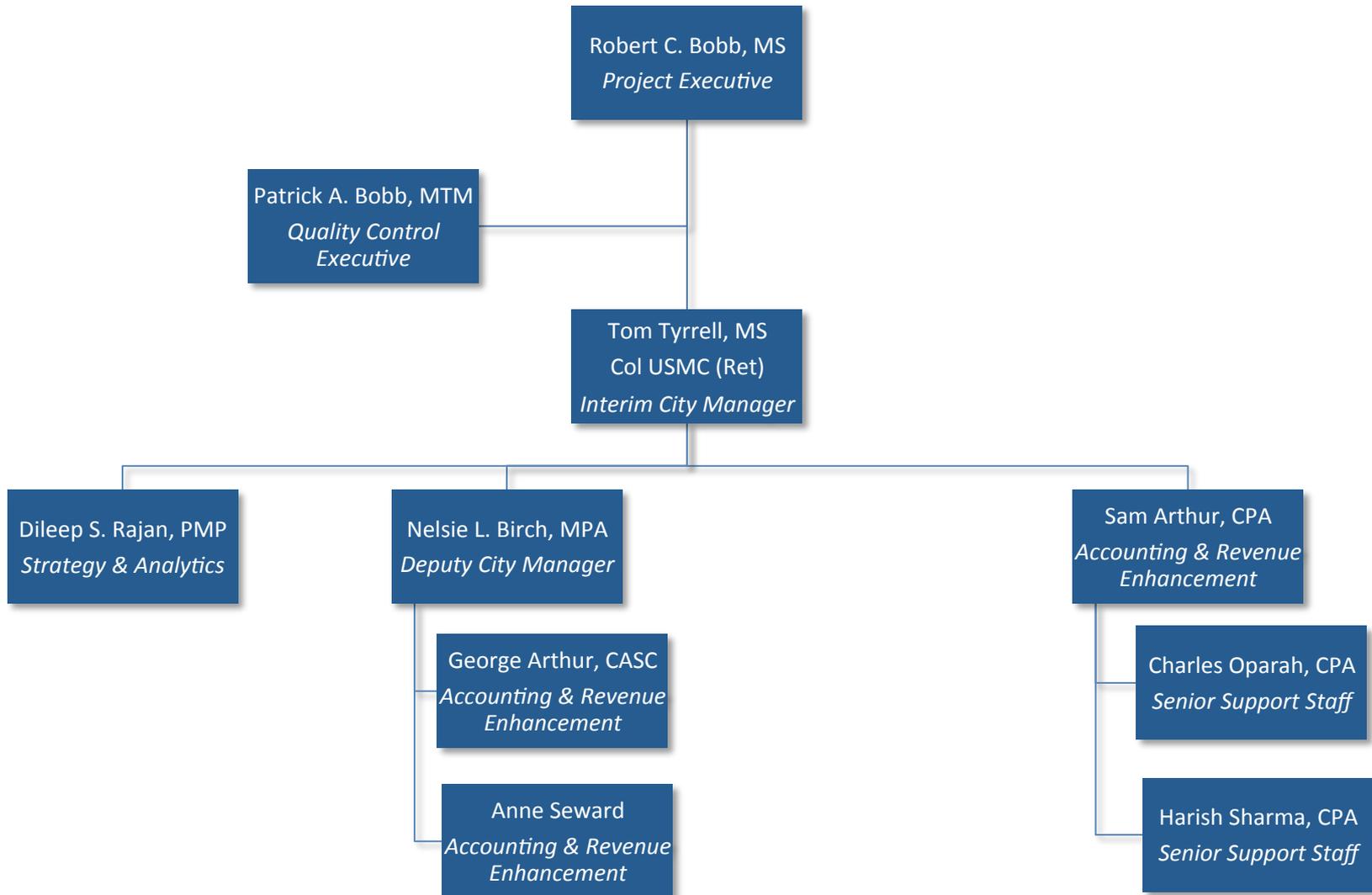
The Robert Bobb Group, LLC

November 1, 2016

Agenda

- RBG Team Organization
- Program Management Office (PMO)
 - PMO Governance
- 5 Month Plan
- Executive Summary
- Focus on Fiscal Emergency
 - Short Term Focus
 - Long Term Focus
- Issues identified in Week 1 requiring immediate resolution
- RBG Plan of Entry
- Transparency
 - Data Collection
 - FTA Review of PAT
 - Documents Requested
 - Meetings held in Week 1

RBG Team Organization



Program Management Office (PMO)

Approach

1

Stabilize Financial Operations

2

Execute financial recommendations

3

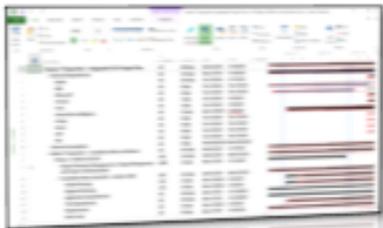
Establish long term fiscal operating platform

Key Activities

- Financial officer meetings
- Document Collection and Review
- Data Analysis and set up long term analytics capability
- Weekly progress reporting and sharing of findings
- Meet with key vendors and identify any funds that can be collected

Key Tools

Project Plan



Continuously updated and monitored list of tasks and dependencies

Project Management Tools



Action Log, Meetings Tracker, Risk & Issues Log

Weekly Status Reporting



Weekly Status Reporting shared with Leadership

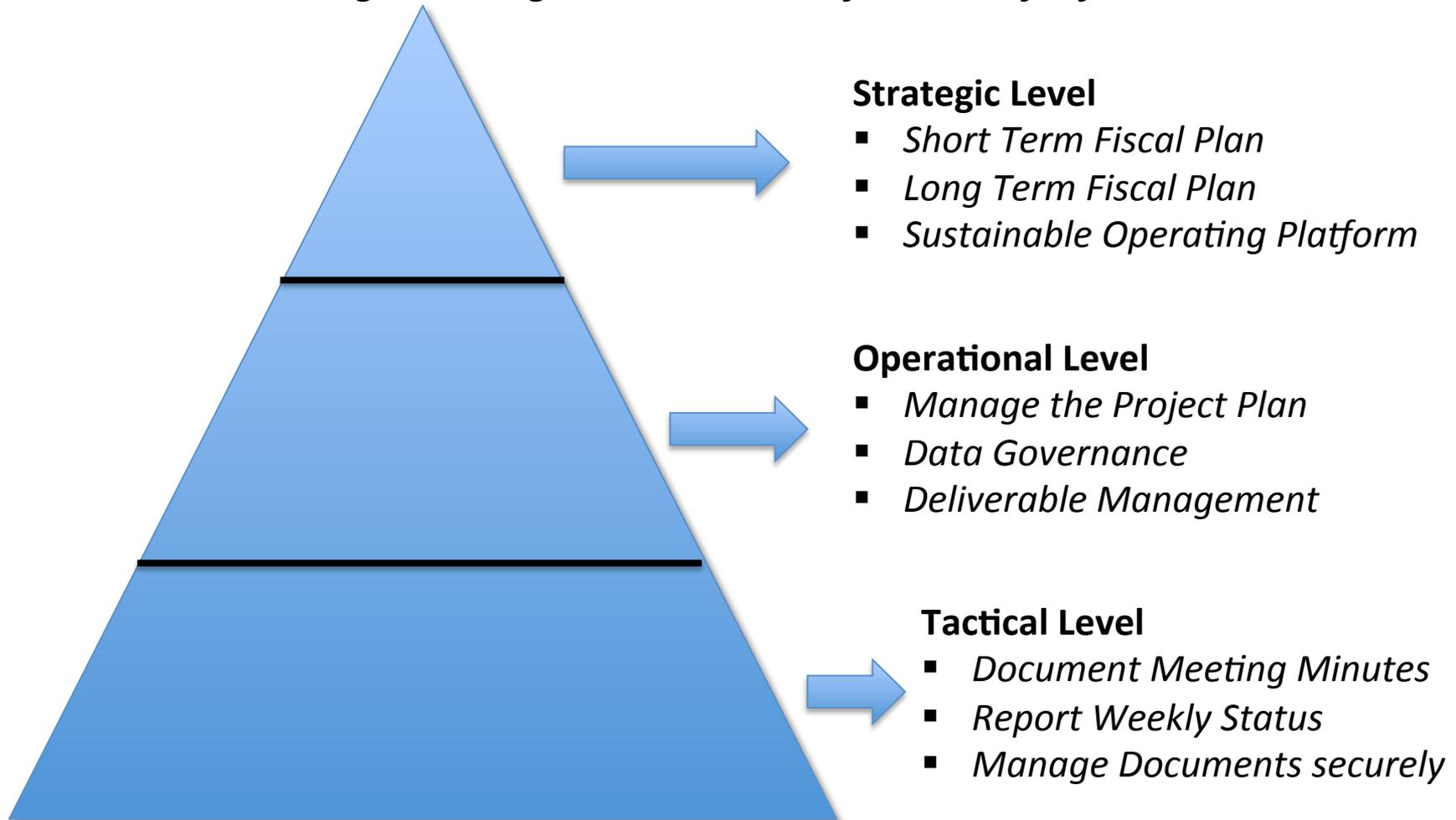
Turnaround Activity Sequencing



Turnaround and restructuring activities

PMO Governance

The PMO manages data and information through an intake process designed to organize and store information for future use.



Our governance model is designed to build and sustain a knowledge repository.

5 Month Plan

#1 Priority for Month One is a laser focus on financial operations.

Financial Emergency Turnaround – Key Activities

Phase 1: 10/25/16 – 12/2/16

Phase 2: 12/5/16 – 1/27/16

Phase 3: 1/30/16 – 3/31/16

Strategic Theme 1: Short Term Financing

Strategic Theme 2: Long Term Financing and Fiscal Plan

Strategic Theme 3: Technology, Data and Process Platform

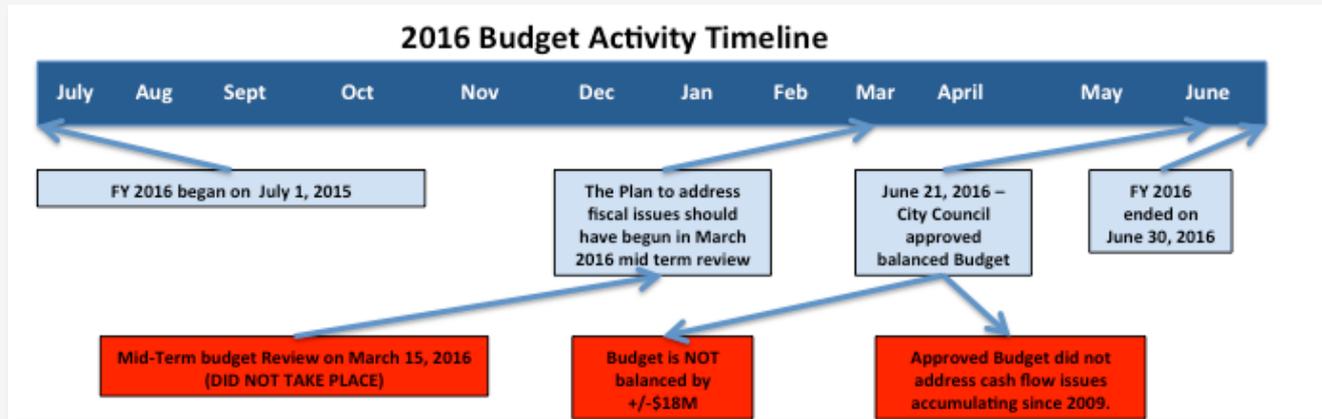
1. Finalize list of Outstanding Invoices from FY16 and Prior.
2. Secure Revenue Anticipation Note (RAN).
3. Pay current FY17 obligations with the RAN.
4. Develop a long-term financing strategy to deal with the deficit.
5. Validate the FY17 budget, audit cell phone bills and utility bills.
6. Conduct benefits eligibility audit.
7. Conduct document reviews to build on previous work: Report by Secretary of Finance, Commonwealth of Virginia, Aug 3, 2016, PFM Report.
8. Identify Capital Funds that can be deferred.
9. Develop Internal/External Communications Plan.
10. Prioritize workforce compensation issues and conduct salary survey.

1. Determine the revenue cycle and what billing cycles should change to help cash flows, including state-shared revenues.
2. Determine critical positions to hire.
3. Issue RFP for the City's CAFR/Auditing responsibilities.
4. Review the city's economic development plan and individual agency plans.
5. Conduct organizational assessment, and identify resource gaps.
6. Conduct detailed business process reviews for financial operations and create standard operating procedures and policies.
7. Start recruiting critical hires.
8. Conduct technology assessment and define a robust and scalable platform.
9. Map process flows for Accounts Payable.
10. Publish a 2018 Budget Calendar that includes CIP.

1. Provide recommendations for upgraded systems/procedures to track cash.
2. Implement long-term financing strategy to deal with the deficit.
3. Make recommendations for process improvement, roles & responsibilities.
4. Establish a long term financial operating platform based on Phase 2's technology assessment.
5. Fill key positions and make recommendations for key positions (e.g., City Manager).
6. Identify additional cost savings and lines of revenue.
7. Implement technologies that enhance financial transparency.
8. Recommend a draft FY18 capital and operating budget.
9. Conduct a mid year FY17 budget review.
10. Hand off knowledge repository to city & submit our Exit Plan.

Executive Summary (1 of 4)

- RBG was contracted using an emergency procurement process on October 25, 2016



- The city faces a financial emergency of +/--\$18M in accumulated arrears up to the period ending June 30, 2016
 - This does not include +/--\$6.0M in unpaid bills for the current year
- As Davenport's report warned on Aug 3rd, the S&P downgraded the city's rating from BBB to BB with negative outlook ***risking the ability to pay for essential services such as police, fire and EMS***

By not addressing growing structural deficits since 2009, the city faces great risk in funding essential and critical public services. The fiscal crisis deepens.

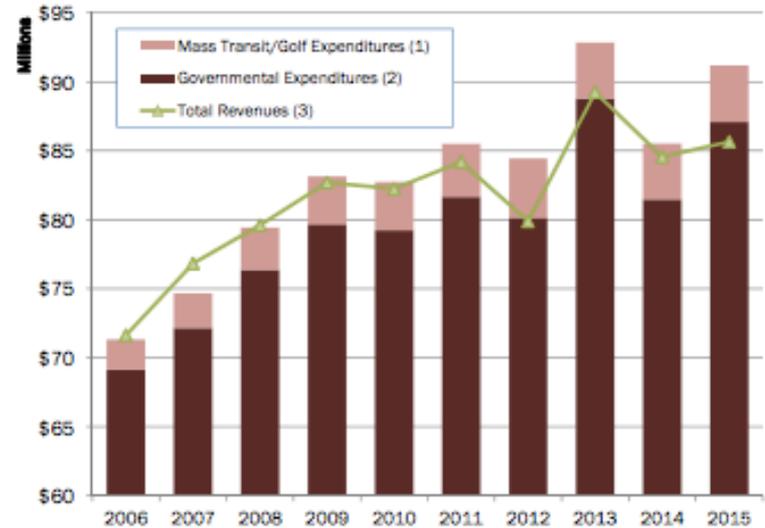
Executive Summary (2 of 4)

Governmental, Mass Transit and Golf Funds

Fiscal Year	Expenditures Mass Transit/Golf (1)	Expenditures Governmental (2)	Total Revenues (3)	Surplus (Deficit)
2006	2,207,103	69,117,310	71,635,381	310,968
2007	2,500,457	72,158,936	76,829,525	2,170,132
2008	3,049,122	76,375,348	79,596,926	172,456
2009	3,460,204	79,668,879	82,692,844	(436,239)
2010	3,505,975	79,214,494	82,239,230	(481,239)
2011	3,834,946	81,657,871	84,186,793	(1,306,024)
2012	4,299,727	80,140,067	79,878,828	(4,560,966)
2013	4,032,005	88,798,157	89,238,273	(3,591,889)
2014	4,025,575	81,483,802	84,553,700	(955,677)
2015	4,107,319	87,076,939	85,653,894	(5,530,364)

The City began its deficit in 2009 and continued it to the current fiscal year

Revenues vs Expenditures (Governmental, Mass Transit/Golf Funds)



- (1) Net of Depreciation
- (2) Excludes Capital Projects Fund
- (3) Includes Net Other Financing Sources (Uses) for the General and Non-Major Governmental Funds and Net Non-Operating Revenue for the Mass Transit and Golf Funds.

Source: City CAFRs

Executive Summary (3 of 4)

City of Petersburg, VA

Cash Flow Summary - With RAN

RAN Funding Assumed in December 2016
Monthly

	Actual Jul-16	Actual Aug-16	Actual Sep-16	Projected Oct-16	Projected Nov-16	Projected Dec-16	Projected Jan-17	Projected Feb-17	Projected Mar-17	Projected Apr-17	Projected May-17	Projected Jun-17	Total
Beginning Balance	1,698,696	2,997,697	2,658,430	5,530,056	2,280,269	(389,810)	7,362,333	4,900,287	2,291,156	6,179,964	3,378,859	3,048,345	
Total Revenues - FY 2017	5,496,909	3,305,160	10,514,721	5,795,207	4,558,935	10,348,317	5,372,455	5,754,420	12,943,515	5,772,111	7,787,587	12,897,199	90,546,537
PLUS(MINUS) Adjustment for July-Sept Actual(1)	1,554,217	2,589,009	(921,326)	(357,989)	(357,989)	(357,989)	(357,989)	(357,989)	(357,989)	(357,989)	(357,989)	(357,989)	0
PLUS RAN	0	0	0	0	0	6,500,000	0	0	0	0	0	0	6,500,000
Total Cash Flow Receipts	7,051,126	5,894,169	9,593,395	5,437,218	4,200,945	16,490,329	5,014,466	5,396,431	12,585,527	5,414,122	7,429,598	12,539,210	97,046,537
LESS Expenditures	5,752,125	6,233,435	6,721,769	8,687,004	6,871,025	8,138,186	6,803,762	7,332,812	8,023,969	7,542,477	7,087,362	8,640,755	87,834,682
LESS Other Payments	0	0	0	0	0	600,000	0	0	0	0	0	0	600,000
Less RAN REPAYMENT	0	0	0	0	0	0	672,750	672,750	672,750	672,750	672,750	3,272,750	6,636,500
Total Cash Flow Expenditures	5,752,125	6,233,435	6,721,769	8,687,004	6,871,025	8,738,186	7,476,512	8,005,562	8,696,719	8,215,227	7,760,112	11,913,505	95,071,182
Revenues Over (Under) Expenditures	1,299,001	(339,266)	2,871,626	(1,249,787)	(2,670,079)	7,752,143	(2,462,046)	(2,609,131)	3,888,808	(2,801,105)	(330,513)	625,705	1,975,355
Ending Balance	2,997,697	2,658,430	5,530,056	2,280,269	(389,810)	7,362,333	4,900,287	2,291,156	6,179,964	3,378,859	3,048,345	3,674,051	

Annual Summary

Beginning Balance	
Total Revenues - FY 2017	
PLUS(MINUS) Adjustment for July-Sept Actual	
PLUS RAN	
Total Cash Flow Receipts	
LESS Expenditures	
LESS Other Payments	
Less RAN REPAYMENT	6,636,500
Total Cash Flow Expenditures	95,071,182
Revenues Over (Under) Expenditures	1,975,355
Ending Balance	3,674,051

This shows the use of the Revenue Anticipation Note (RAN) to address the immediate cash flow issues

RAN Payments

			Beg Bal	Ending Bal
1	1/1/2017	650,000	672,750	5,850,000
2	2/1/2017	650,000	22,750	672,750
3	3/1/2017	650,000	22,750	672,750
4	4/1/2017	650,000	22,750	672,750
5	5/1/2017	650,000	22,750	672,750
6	6/1/2017	650,000	22,750	672,750
7	7/1/2017	650,000	22,750	672,750
8	8/1/2017	650,000	22,750	672,750
9	9/1/2017	650,000	22,750	672,750
10	10/1/2017	650,000	22,750	672,750

(1) Represents difference between actual cash received and projections based on FY 2017 Budget.

Source: Based on cash flow data and budget provided by the City of Petersburg, VA

Executive Summary (4 of 4)



This is a picture of real “checks in the drawer” for unpaid bills going back to January 2016.

Focus on Fiscal Emergency

- Immediate Focus in the Short Term
 - Identify areas to ensure the FY 2017 budget is realistic and balanced
 - Obtain short term debt financing
 - Within the next two weeks, City Council will be updated on our efforts
 - This will help address emergency funding for bills that need to be paid now

Focus on Fiscal Emergency

- Our Long Term focus will address
 - Identify and address City Administration resource gaps, especially critical hire positions
 - Provide recommendations for upgraded technologies, policies and procedures to manage cash more efficiently
 - Develop the blueprint for a sustainable financial operating platform that mitigates Petersburg's risk for future financial risk

Issues identified in Week 1 (1 of 4)

Issue #1: +/- \$18.0M Deficit from FY 2016 and Prior

- Figure Based on Analysis done by the State NOT the City; City has not maintained Records.
- We observed City has paid invoices from prior years using current year revenues (at least one example of an invoice paid twice from FY 16).

Key Activities

- Update the Analysis to Get a Final List of Outstanding Invoices from FY 16 and Prior
- Develop long-term financing strategy to deal with the deficit
- Communicate to vendors our plan and when they can expect to be paid

Issue #2: +/- \$6.0M Invoices Unpaid for FY 2017

- City has not had a strategic approach to handling the growing list of unpaid vendor invoices.
- Current FY that began July 1 has not been kept current and there continues to be a cash flow challenge as there is not enough money in the bank in cash to fulfill the current obligations.

Key Activities

- Secure Revenue Anticipation Note (RAN)
- Communicate to Vendor Community
- Pay all current obligations for FY 17 with the RAN

Issue #3: FY 17 Budget is Unrealistic, Lacks Transparency, and Has Not been appropriated or made available to the public

- Even with the \$12.5M reduction from the original budget to the amended budget, there is a lack of accountability and information related to the FY 17 budget to ensure that the City can meet what is planned.
- It appears that cutting employees salaries by 10% and reduction in force was taken over dramatically eliminating services.

Key Activities

- Map the process with the Finance team and Treasurer.
- Optimize how work can be done between the two departments
- Determine whose responsibility it is to determine cash flows (cash versus obligations)
- Determine who is responsible for ensuring enough cash is in the bank to meet obligations.
- Determine the revenue cycle and what billing cycles should change to help cash flows, including state-shared revenues.
- Provide recommendations for upgraded systems/ procedures to track cash.

Issues identified in Week 1 (2 of 4)

Issue #4: Cash Flow Projections are Unrealistic and Process to Determine Cash in Bank/Cash Flow is informal

- Revenue Anticipation Note was Assumed to be Available in November. However, the proceeds may not be available until December (at the earliest). This leaves November vulnerable to ensuring payroll obligations are able to be met.
- Property Taxes may not be paid until December; however, bills are to be mailed the first week of November.
- Much of the information related to cash in the bank is done through email and is not formalized in a central system.

Issue #6: Capital Projects and Capital Budgeting are Unrealistic

- The prime issue is that the City is obligated to paying the debt service on these bonds but has not yet drawn down the funds.
- In 2015, the City issued bonds through the Virginia Resource Authority's bond pool.
- To date, \$4.7M of projects have not begun and \$6.8M of bond proceeds have not been accessed.

Issue #5: South Central Wastewater Authority Lawsuit

Key Activities

- Attend the hearing and share our good faith commitment.
- Work with VRA, Bond Counsel and Davenport to develop a solution.

Issues identified in Week 1 (3 of 4)

Issue #7: 10% Pay Reduction for City Employees and Mass Exodus of Employees

As part of the budget reduction this summer, the City cut 10% pay across the board. This has resulted in 146 resignations and to date this fiscal year almost \$200K in leave payouts.

Key Activities

- Develop a path to restore the 10%.
- Communicate our commitment to staff
- Evaluate pay scales—especially department heads.
- Determine critical positions to hire.
- Make an analysis of consolidation of services and positions.

Issue 8: Use of restricted funds for General Fund purposes.

The City has historically used special revenue funds and enterprise funds to pay General Fund obligations.

Key Activities

- Develop a plan to separate the funds, including separate bank accounts, separate codes, etc.
- Determine how to handle federal and state grant funds management.
- Ensure cross training for grant fund draw-down out of Finance.

Issue 9: FY 15 CAFR found NO material issues; FY 16 has not started

The FY 15 CAFR did not find any material issues with the fiscal controls and accounting practices of the City. Additionally, a part-time/seasonal employee was hired by the City to conduct several journal entries to “get the books ready for the auditors.” It was later discovered that she was a former employee of the audited firm responsible for the City’s CAFR.

Key Activities

- Develop a plan to get the FY 16 CAFR done. One idea is to reach out to the auditor of public accounts for assistance.
- Review the management letter from the past audits to ensure that all identified is followed up on.
- Cancel the contract with the current auditors.
- Issue RFP for the City’s CAFR/Auditing responsibilities.

Issues identified in Week 1 (4 of 4)

Issue 10: No full-time finance staff/Lack of Financial Policies

- The Finance Director was fired last spring along with the City Manager. The Assistant Finance Director became Acting Finance Director and resigned effective Oct. 22. In addition, there was no succession planning nor was there an appropriate and professional handoff of passwords, responsibilities, etc.
- The Accounts Payable process is loose and lacks control and diligence. Several changes to the process have occurred that removes the use of the system to control the invoices to be paid and checks to be cashed. It is unclear how many invoices are not accounted for in the system.

Issue 11: Potential fraudulent activity

In the brief time spent being brought up to speed on City activities, it is apparent there has been significant negligence that may go beyond just the right to terminate an employee.

Key Activities

- Review emails/documents to trace any suspicious or fraudulent acts.

Issue 12: Decentralization of traditional finance responsibilities with the elected Treasurer and elected Commissioner of Revenue and unclear division of responsibilities/accountability

The Commissioner of Revenue is responsible for the billing function of the City while the City Treasurer is responsible for the collection of funds, printing of checks, and management of cash. The Finance Department is responsible to keep the City's books and develop and appropriate City budget.

Key Activities

- Flow the process of all three.
- Make recommendations for process improvement and clear division and/or consolidation of responsibilities.

RBG Plan of Entry

- Priority One is restructuring financial operations:
 - *Balancing and keeping current budget balance*
 - *Budget Policies and Monitoring/Reporting transparency*
 - *Financial Reporting/ Accounting Practices/Internal Auditing*
 - *Revenue Collections and billings*
- Define a Strategy for short term borrowing and securing funding to restructure the long term deficit
- Create a Staffing Plan and develop a Leadership Recruitment Plan
- Establish leading policies, practices and procedures for each department

Transparency

- Data Collection
- FTA Review of Petersburg Area Transit
- Documents Requested
- Meetings held Week 1 (10/25/16-10/28/16)

Data Collection

Documents we have received and are reviewing:

1. Commonwealth Aug 2016 Presentation to the City Council
2. Davenport presentation to Council in August 2016 and in 2012
3. PFM Presentation to Council in August 2016 and their budget recommendations for FY 17
4. Revenue Anticipation Note RFP
5. FY 17 Amended Budget
6. FY 13-FY15 CAFRs and management letters
7. Report from Standard & Poor
8. Debt Analysis and Restructuring Options
9. Cash Flow Summaries
10. Federal Transit Administration FY 2016 Triennial Review (deficiencies below)
11. Banking Services and Auditing Services Contract (obtained via disk on 10/28)
12. Johnson Controls Contract, final completion certificate and bid documents (obtained via disk on 10/28)
13. Procurement Manual, Organization Chart, RFP for Forensic Audit (obtained via disk on 10/28)
14. Virginia State Documents

FTA Review of Petersburg Area Transit

Background: Triennial review on compliance in 17 areas; deficiencies found in 8 areas. Corrective Action is due by December 5, 2016 for all areas.

Deficiency areas:

1. Lack of financial policies and procedures and excess cash problems
2. Vehicle maintenance plan incomplete or out of date; facility/equipment maintenance program lacking or inadequate
3. ADA complementary paratransit service deficiencies; limits or capacity constraints on ADA complementary paratransit service; and insufficient no-show policy
4. Procurement—repeated deficiency (lacking required cost/price analysis)
5. DBE public participation process deficiencies; unreported transit vehicle purchase; and grantee does not monitor DBE compliance
6. Satisfactory continuing control—repeated deficiency (inventory results not reconciled to equipment records)
7. Planning/program projects (POP Public notice deficiencies)
8. Drug free workplace/drug and alcohol program (drug and/or alcohol program vendors not properly monitored)

On October 20, 2016, FTA assigned Tuba Group to review the city's PAT operations in order to provide Agreed-Upon Procedures (AUP) services to the FTA. The objectives of the AUP are:

- ***To provide information to FTA to determine whether PAT has adequately addressed issues related to disbursing of FTA funds in accordance with FTA requirements;***
- ***Determine if PAT owes interest on Federal funds that had been drawn down and held longer than allowed by FTA guidelines; and***
- ***To verify compliance with FTA matching requirements.***

Documents Requested (1 of 9)

Control #	Description
16001	Articles of incorporation
16002	Tax exemption documentation
16003	Copy of the minutes of the Council minutes for all meetings held for the year to date.
16004	Copies of any reports issued during the year on operational or financial audit conducted to date. For the last 3 years.
16005	Provide information of any current litigation at year-end plus any litigation arising to date.
16006	Copies of notes and loan agreements
16007	List of significant commitments and contingencies as of year-end and to date (if any)
16008	Copy of all lease agreements
16009	Prepare legal inquiry letters in the format to be provided by us.
16010	Prepare confirmation requests in the format to be provided by us.

Documents Requested (2 of 9)

Control #	Description
16011	Copy of grant/contract agreements for the year.
16012	List of all related parties, including City Council, Directors and Officers, include contact information - name, telephone number, email etc
16013	Copy of trial balance to date.(Electronic)
16014	Copy of detailed general ledger for the year.(Electronic)
16015	Copy of the budget and a budget versus actual reports for the year end and to date (by line item detail)
16016	Copies of insurance policies.
16017	Copies of Pension Plan/Benefit Plan
16018	Copies of Contracts with Consultants.
16019	List of employees hired and terminated during for the year.
16020	Copy of city charter with the state

Documents Requested (3 of 9)

Control #	Description
16021	Current Organization Chart
16022	Financial technology documentation
16023	Copy of prior year audited Financial Statements and Tax Returns – Form 990
16024	Provide a listing of all bank accounts, including any closed accounts during the year.
16025	Copy of detailed reconciliation's for all bank accounts (including lists of outstanding checks) at year-end and to date
16026	List of authorized check signors for all cash accounts
16027	Schedule of investments purchased, sold, and held at year-end.
16028	Schedule of investment earnings for the year and to date
16029	Summary schedule of assets by major classifications including beginning balances, additions, disposals, ending balances, and related accumulated depreciation. Also, asset inventory. Please note, the last time an inventory was taken.

Documents Requested (4 of 9)

Control #	Description
16030	Detailed list of all property and equipment acquired and disposed of during the year by major asset classifications. This list should include the description of item, date acquired/disposed, and value.
16031	Copies of deed/title of land, building and/or other assets acquired and disposed of during the year, including detail of any construction costs.
16032	Documentation supporting the fair value assigned to any donated property, if applicable.
16033	Depreciation Schedule for all plant, equipment and furniture
	Accounts receivable Reports and aging
16034	Prepays
16034	Schedule of prepaid expenses at year-end.
16035	Detailed schedule of accounts payable at year-end
16036	Schedule of accruals at year-end, including payroll, payroll withholding, and taxes payable to date
16037	Schedules for any other liabilities at year-end and to date
16038	Schedule of payment for leases, notes and loans under agreement for each of the next five years to date

Documents Requested (5 of 9)

Control #	Description
16039	Schedule of disbursements made after year end to date
16040	Details of deferred revenue at year end
16041	Schedule of payments received from the State or Federal Government, and any other sources along with transmittal documentation.
16042	List of Names for Restricted and Unrestricted Grantors
16043	Numbers of the first and last checks written for all bank accounts used during the year and to date
16044	Reconciliation of payroll expenses to the payroll register totals and copies of W2, W3, form 1099's 1098 and 941.
16045	Detailed schedule of Consulting and Professional Fees year end and to date
16046	Disbursement ledger for the year.
16047	List of Vendors and any outstanding balance year end and to date
16048	Documents demonstrating implementation of financial planning and budgeting process aligned with the city's mission and goals.
16049	Documents showing any analysis of debt and operating expenses.

Documents Requested (6 of 9)

Control #	Description
16050	Documents demonstrating implementation of satisfactory plan for the payment of unpaid federal, state taxes, interest, penalties,
16051	Documents showing completion of efforts to consolidate and refinance the city's term loans – short and long terms
16052	Documents showing the implementation of additional efforts to remediate the City's deficit position, including budget projections and analysis of underlying assumptions for FY 2015, FY 2016 and FY 2017
16053	Copies of any salary studies conducted
16054	History of raises and bonuses provided over the last 5 years, including any adopted policies related to the allocation of raises/bonuses
16055	Healthcare Plan Details (city vs employee contribution; contract with provider including the last time a competitive procurement was conducted; utilization rates, etc.)
16056	Details on "contributions to other community organizations". Are these under an agreement?
16057	Profit and Loss Statement for the Golf Course
16058	Any pro forma and/or long term analysis conducted on the enterprise funds: Golf Course, Public Utility, and Transit Operations?
16059	Copies of any adopted debt and financial reserve policies.
16060	Copy of the Service agreement with the Regional Jail.

Documents Requested (7 of 9)

Control #	Description
16061	Copies of Rating Agency Credit Reports
16062	Copy of Analysis Conducted by Davenport & Company prior to going to the bond market
16063	Any adopted policies related to Economic Development Incentives. What is the basis for their approval and analysis conducted?
16064	McKinney Scholarships and how they are determined
16065	Timetable to meet all legal requirements necessary to approve budget and tax rate (ie. several public hearing and public notification requirements).
16066	List of all taxes and fees assessed, including the maximum allowed by State.
16067	Procurement authority policies and procedures. What amounts require City Manager approval versus Council approval?
16068	Any analysis conducted on OPEB retirement benefits, both the financial analysis and benefit analysis.
16069	Timetables for all capital projects underway (i.e. list of all capital projects including their status of construction. How many are in pre-bid, post-bid, under construction, etc.
16070	Documentation on policies or procedures related to mid-year budget challenges. Have any hiring or expenditure freezes take place over the last 2-3 fiscal years?
16071	Risk Assessment/Audit of benefit process.
16072	Risk Assessment/Audit of payroll process (including personnel authorized count).

Documents Requested (8 of 9)

Control #	Description
16073	Review of Information Technology Infrastructure
16074	Analysis and Evaluation of Return on IT investment
16075	Audit of Utilities Bills
16076	Audit of Telecommunication systems including land lines, cell phones and Bring Your Own Device systems
16077	Schedule, Project plan and Status of construction In Progress
16078	Policy and accounting treatment of Bad Debt Provision and Write-off
16079	List of all personnel vacancies for all positions and job descriptions
16080	Council background and minutes

Documents Requested (9 of 9)

Control #	Description
16081	City Council Documentation
16082	Documents on shared services with school system
16083	Policies and procedures for Procurement and Acquisition
16084	Policies and procedures for Finance and Accounting
16085	Human Resources' Policies and Procedures including hiring and termination.
16086	City clerk documents
16087	Transit Audit Documents

Meetings Held Week of 10/25 – 10/28

Meeting Subject

Community Meeting

Meetings with Council Members, Mayor and Vice Mayor, Councilman Hill, City Attorney.

Introductory Meetings with Department Directors and staff