

Performance Review
of the
City of Petersburg
Financial Operations

May 2018



May 25, 2018

Honorable Aubrey L. Layne, Jr.
Secretary of Finance
Office of the Secretary of Finance
Patrick Henry Building
1111 East Broad Street
Richmond, VA 23219

Mayor Samuel Parham (Ward 3)
Vice-Mayor John A. Hart, Sr. (Ward 7)
Treska Wilson-Smith, Councilwoman (Ward 1)
Darrin Hill, Councilman (Ward 2)
Charlie Cuthbert, Councilman (Ward 4)
W. Howard Myers, Councilman (Ward 5)
Annette Smith-Lee, Councilwoman (Ward 6)
City Council of Petersburg
135 North Union Street
Suite 210
Petersburg, VA 23803

Dear Honorable Secretary of Finance Layne,

The Robert Bobb Group, LLC (RBG) is pleased to submit our *Performance Review of the City of Petersburg Financial Operations*. Our team was “on the ground” and leading the day-to-day operations in Petersburg from October 2016 to June 2017, and two of our team members lived in Petersburg during the project. From July 2017 to September 2017, the RBG prepared a *Five-Year Financial Action Plan* and assisted with the transition to new City leadership.

In August 2017, the State provided \$420,210 in funding to the City to offset past and future costs incurred to enable the path forward for fiscal solvency. In this funding package, the State allocated \$50,000 for the “April 2018 Performance Review by The Robert Bobb Group, LLC” for a report to the Commonwealth of Virginia and the City on the status of continued financial and operational improvements being made.

The purpose of this Performance Review was to conduct a review of the City’s financial and operational restructuring activities since the RBG’s departure from the City. The RBG focused on financial processes and controls, including the use of data analytics and reporting. Our review is based on how well the City addressed the “Top 15 Actions the City Must Take,” as defined in the *Five-Year Financial Action Plan*.

In April 2018, the RBG team met with City leaders to conduct the performance review. The City Manager and her staff were extremely forthcoming and collaborative in sharing data and information. The Mayor and the City Council believe the City is moving in the right direction, and they support the efforts by the City Manager and her staff to transform Petersburg into a high-performing local government.

If you have any questions about this report, please reach out to me.

Respectfully submitted,



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cc: Honorable Senator Rosalyn R. Dance, District 16, Commonwealth of Virginia
cc: Honorable Delegate Lashrecse D. Aird, District 63, Commonwealth of Virginia
cc: June Jennings, Deputy Secretary of Finance, Commonwealth of Virginia
cc: Aretha R. Ferrell-Benavides, City Manager, City of Petersburg, Virginia

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I. OVERVIEW

Through an emergency City procurement in October 2016, The Robert Bobb Group, LLC (RBG) was contracted through March 2017 to provide emergency turnaround and management services. Petersburg faced a significant fiscal crisis that involved an \$18.8 million-dollar deficit, a lack of payments to the Virginia Retirement System (VRS), an erosion of the City's fund balance, and uncertainty about the City's ability to meet vendor payment obligations.

The Petersburg City Council voted to extend the RBG to provide interim management until a fulltime City Manager was hired in July 2017, and for the RBG to provide consulting services to support the transition through September 30, 2017. The RBG delivered its final report to the Petersburg City Council on October 2, 2017.

In August 2017, the State provided \$420,210 in funding to the City to offset past and future costs Petersburg would sustain on the path to fiscal solvency. In this funding package, the State allocated \$50,000 for the "April 2018 Performance Review by The Robert Bobb Group" to review progress of City financial and operational improvements and provide a report to the Commonwealth of Virginia. The purpose of this Performance Review is to assess the City's financial and operational restructuring activities since the RBG concluded its work effective September 30, 2017.

Prior to arriving in Petersburg in April 2018, the RBG sent a "Plan of Entry" to the City Manager and City Council. The "Plan of Entry" defined our work plan, which was based on a list of 22 different review items and progress towards the "Top 15 Actions City Must Take," as described by the RBG in the *Five-Year Financial Action Plan* presented to the City Council and public on October 2, 2017.

The RBG team members met with City officials during April 2018 (*a full schedule of meetings, dates, and attendees is in the Appendix*). During this review, we identified areas where the City has put in structures and initiatives consistent with the expectations of high-performing local governments. In addition, *on pages 9-15*, the RBG describes **10 Areas of Significant Risk** that—when fully addressed by the City—will accelerate its financial recovery.

II. APRIL 2018 PERFORMANCE REVIEW SCOPE OF WORK

The purpose for this Performance Review is to evaluate how well the City is managing its financial processes and controls six months after the departure of the RBG. The City's contract with the RBG ended on September 30, 2017. However, the RBG ended its day-to-day decision-making and management of the City on June 30, 2017. This report provides a Quality Control Review of City operations and processes focusing on financial processes and controls in the following areas.

KEY PROJECT REVIEW AREAS:

City-wide Operational Issues

1. Personnel changes, including new hires and separations.
2. Review the status of major operational changes proposed in the FY'18 budget, including fleet management and facilities services.
3. Determine the use of CityWorks by the Utilities Department and review report generated from the system.
4. Determine the use of performance reviews for employees.
5. Analyze indicators of potential fiscal stress, as described by the Virginia State Auditor.

Finance/Budget

6. Review and analyze whether the proposed FY '19 Budget is balanced and if it includes any red flags, e.g., unrealistic revenue assumptions or expenditures.
7. Assess the level of school funding and how it fits with the *Five-Year School Plan*.
8. Review the Capital Improvement Plan (CIP), including the financing plan that was incorporated into the CIP and the capital projects underway to ensure within budget.
9. Analyze the performance of the FY '18 Budget, including the quality of the monthly financial reporting to the City Council.
10. Review the implementation of the FY '16 and FY '17 Comprehensive Annual Financial Report (CAFR) findings.
11. Determine progress toward building the City's fund balance consistent with the Council-adopted policy.
12. Assess any outstanding accounts payable that are greater than 30 days old. (Did not receive supporting documentation, as of May 18, 2018).
13. Review the performance of the Internal Auditor, including reporting to the City Council and implementation of recommendations.
14. Review the implementation plan to remediate the Forensic Audit Findings.
15. Determine if the new Chart of Accounts is being utilized appropriately.

16. Determine the use of OpenGov for FY '18 Budget management and the FY '19 Budget build.
17. Review the management of grants consistent with grants policy.

Billings and Collections (Includes collections of all taxes and utility payments)

18. Review the processes and activities of the new City Collector, including collection efforts.
19. Review Collections activities for utility residential and commercial customers.
20. Review utility billing processes (spreadsheets or use of new billing software).
21. Determine any operational enhancements (process improvements, technology).
22. Review any professional development (training, new skills) for employees.

III. POSITIVE MOVEMENT

This section identifies areas where the RBG sees either improvement or leading local government practices being conducted by the City.

- ❖ Two highly experienced executives were hired in top leadership positions. Those executives bring years of experience in managing large municipalities and directly report to the City Manager.
- ❖ More resources are now committed toward budget analysis.
- ❖ A Mid-Year Budget Review for FY '18 was conducted and presented to the City Council and public.
- ❖ Continuation of the grants management policy enacted by the RBG that requires the Finance Department's approval and the assurance that revenues are identified and available prior to the City Manager's approval.
- ❖ Post FY '18 mid-year budget review, where budgeted positions were re-defined by the current leadership, including greater control on personnel actions. This includes, for example, all personnel action forms go through a review by Budget to ensure budgeted funds are available prior to the City Manager's approval.
- ❖ Developing standard operating procedures, including a financial accounting manual and budgeting manual.
- ❖ Finance Department is fully staffed and is implementing sound financial Accounts Payable practices, including not printing checks and holding them in a drawer and instituting one check run per week.
- ❖ The FY '17 Comprehensive Annual Financial Report (CAFR) was completed on November 27, 2017, and submitted to the Virginia Auditor of Public Accounts.
- ❖ All outstanding accounts payable that were part of the "checks in the drawer" batch have been fully paid.
- ❖ The City is current in its contribution to the Virginia Retirement System (VRS).

- ❖ The FY '19 Proposed Budget continues to reduce the City's financial exposure to rising health care costs, including a commitment by the City Administration to conduct a dependency audit.
- ❖ The FY '19 Proposed Budget anticipates a \$1 million - \$1.2 million budgetary surplus, consistent with the RBG's recommendations in the *Five-Year Financial Action Plan*, and incorporates adopted financial policies.
- ❖ The FY '19 Proposed Budget incorporates the RBG-initiated recommendation that requires the City Council to attain a majority affirmation to change the proposed budget, including ensuring that the budget remains in balance by identifying a funding source if an expenditure item is added to the budget.

IV. SIGNIFICANT RISKS

This section identifies 10 areas where the RBG identifies significant risk to the City, either through liability or a return to previous causes of fiscal distress. These should be addressed immediately by the City leadership and management. These risk areas were developed as part of the review of the “Top 15 Actions the City Must Take” of the *Five-Year Financial Action Plan* that is detailed further in this report. Many of them are contrary to the City Council-adopted financial policies.

1. While the City is reviewing the bank statements daily, the City has not maintained a daily, weekly, or monthly cash flow review as left by the RBG to manage the finances of the City, nor has this been presented to City Council. This is a significant risk to the City given the lack of available cash reserves to even out the revenue streams and represents a return to past practices.
 - a. The process to secure a new cash flow note, or Revenue Anticipation Note (RAN), had not commenced during our review.
 - b. The City has not developed a strategy for eliminating the need for a RAN.
2. We encourage the City to seriously consider the *Five-Year Financial Action Plan* recommendations, and pay specific attention to remediate the audit findings as identified by the external auditors.
3. The FY ‘18 Approved Budget (adopted while the RBG was managing the City) as managed by the current management team, had significant overspending during the transition (as we define more specifically in the next section of this report).
 - a. As a result, the City management team projects a \$300,000 surplus for FY ‘18. Not only is this significantly below the projected \$2 million surplus from the RBG, it is at risk of not being achieved given that \$500,000 in surplus real estate properties included in the revenue assumptions may not occur prior to the fiscal year end. To date, the City has not executed a plan to support this \$500,000 assumption should it not materialize.
 - b. One-time revenues from the sale of property are not being put toward one-time uses, or the establishment of a fund balance, as required by the Council-adopted financial policies.
 - c. Further details and analysis on the FY ‘18 budget is provided in the following section of this report.

4. Transitional audit between the City Treasurer and Collector of Taxes was started but not completed by CliftonLarsonAllen LLP, the City's Internal Auditor, due to lack of follow-up from the City.
 - a. The Virginia Auditor of Public Accounts (APA) conducted a turnover audit as required by the Code of Virginia (Section 58.1-3136) whenever a Treasurer leaves office. The APA examined the Treasurer Turnover Receipts of Assets of Kevin Brown, the previous Treasurer, and documented no issues. This is documented in the APA's *Report on Examination of Commonwealth Revenues as of December 31, 2017*.

5. There is no financial plan for the Utility Fund's significant capital needs.
 - a. Some areas related to the Utility Fund could lead to a technical default by the City on bonds outstanding through the Virginia Resources Authority (VRA). If this occurs, an immediate repayment of the outstanding bond principal could be required by VRA, thus leading to a financial disaster far bigger than the summer of 2016, before the RBG was hired. Immediate remediation is encouraged.
 - b. We strongly encourage the City management to work with its financial advisors and its bond attorneys to understand the bond covenants surrounding the Utility Fund, the use of the Utility Rate Study, and the commitment to uphold them. Without a clear understanding of the requirements of the VRA, and specifically, the Utility Rate Study, there could be a potential technical default on the VRA bonds used to support the Utility Fund. For example, the City received a letter from VRA dated March 1, 2017, stating, "VRA's review of the FY2015 audited financials indicate that the City did not meet the required rate covenant. VRA has received no information from the City that would explain its decision not to implement the required rate plan. This delay in implementation is a violation of the City's Financing Agreement with the VRA." Immediately, upon receipt of this letter, the City moved to come into compliance with the VRA mandate. Another example of a potential violation is that the FY '19 Budget assumed a 0 percent rate increase for FY '19, but this is contrary to the required 15 percent increase per the Utility Rate Study. **An option is to do a new rate study or put in the 15 percent rate increase, or the City is in violation of the rate covenants.** Another example of not understanding the importance of a Utility Rate Study is the proposal for a "Senior Citizen Utilities Discount Pilot Program" posted on the City's website March 7, 2018. Without a Utility Rate Study, the City cannot know the financial implications of this discount program.

6. The Utilities infrastructure continues to be a significant risk as the City continues to deal with water main breaks and boil water notices. There may be a risk if the prime contractor for water main break repairs refuses to do business with the City due to concern over invoice payments. The capital budget and plan that was approved last year has not progressed with the same sense of urgency as RBG recommends.

a. In a February 21, 2017 Council presentation on the “Utility System Overview,” the water and wastewater infrastructure and its financial challenges were carefully detailed. In that presentation, Petersburg’s five-year utility capital needs were described based on a study completed by Timmons Engineering, the City’s engineering advisor. Specifically, these infrastructure needs totaled \$51.3 million. The specific repair projects outlined at that time are included in the table below:

Fiscal Year	Project	Cost (millions)
FY16	▪ Poor Creek Force Main	\$3.8
	▪ Water and Sewer Master Plan (Phase 1-3)	\$0.3
	▪ Locks Booster Station Rehab	\$1.1
	▪ Main Pump Station Backup Generator	\$3.3
	▪ Water & Sewage GPS Mapping	\$0.1
	▪ Water Meter Performance Contract	\$1.2
	▪ 24” Water Line Rehabilitation	\$2.2
	▪ Replace Distribution Mains	\$0.5
FY17	▪ Poor Creek Force Main	\$0.4
	▪ Interceptors Upgrade (Blackwater Creek & South Crater)	\$1.6
	▪ Water Lines (Rives Water, Wagner Road, Lt. Run Creek)	\$3.9
	▪ Mt. Vernon Pump Station Upgrade	\$0.4
	▪ SCADA Assessment and Implementation	\$0.7
	▪ I&I Study and Implementation	\$4.2
FY18	▪ New Public Works/Operations Facility	\$1.7
	▪ Water Tank Rehabilitation (Walnut Hill, Mt. Vernon, Mercury St.)	\$1.3
	▪ I&I Implementation	\$4
	▪ I&I Implementation	\$3.5

	<ul style="list-style-type: none"> Replace Water Transmission Mains and Distribution Mains 	
FY19	<ul style="list-style-type: none"> New Water Tanks Water Tank Rehabilitation (Jamestown, Halifax) Pump Station Rehabilitation I&I Implementation Replace Water Transmission Mains and Distribution Mains 	<p>\$0.9</p> <p>\$1.1</p> <p>\$0.6</p> <p>\$4.0</p> <p>\$3.5</p>
FY20	<ul style="list-style-type: none"> I&I Implementation Replace Water Transmission Mains and Distribution Mains 	<p>\$4.0</p> <p>\$3.0</p>
FY16-FY20	Total	\$51.3 Million

- b. There is an operational risk with the recent departure of the Utilities director. This risk can be mitigated through the hiring of experienced personnel or outsourcing the management and operations for Utilities.
 - c. CityWorks software was purchased by the City to automate public works repair requests utilizing the City’s Geographic Information System (GIS). Timmons Engineering provided CityWorks training for Public Works staff in late June 2017. The Public Works Department is not currently using CityWorks.

7. Billings and Collections continues to be an area of significant risk and challenge as it impacts the flow of revenue to the City. The transition of duties to the newly hired Collector of City Taxes requires greater collaboration between that office, the elected Commissioner of Revenue, and the elected Treasurer. There continues to be a disjointed flow of information from the Commissioner of Revenue, the Collector of City Taxes, and the City Treasurer. The Billing and Collections activity and analytics are not understood by all involved, and they are not actively tracking collection activities. This includes a need for documented and understood process flows of all billing and delinquency cycles that all parties review and follow.
 - a. As the City transitions to a new Collector of City Taxes model, the City must continue to work very hard to improve the Utility Billings processes and systems. Utility Billings is a critical piece of the overall collections process as it manages the only monthly recurring revenue to the City.

- b. The RBG strongly encourages the City to implement the recommendations of the Severn Trent Report completed in August 2017. This report is available on the City's website and in the City's Dropbox. The RBG summarized the recommendations of the Severn Trent Report in a presentation to Council on July 31, 2017. We include here 10 of the more urgently needed recommendations:
1. Implement a monthly edit-check system prior to utility bills being finalized to eliminate billing errors before the bills are mailed.
 2. Implement a system of internal controls (checks and balances) to prevent unauthorized adjustments or write-offs of customer bills, and to document the supporting purpose and reason for all adjustments.
 3. Implement procedures to document connection charges and ensure that accounts are established for new customers.
 4. Undertake an audit of every meter and every account to ensure that the correct meter is attached to the correct account and that the meter size, measurement type, and ERT are correctly configured.
 5. Automate compound meter billing calculations to eliminate manual calculations (currently done on excel spreadsheets and entered into system) that are prone to error and which do not provide sufficient audit trail.
 6. Upgrade the billing system to allow validation of mailing addresses to minimize returned mail.
 7. Upgrade the current phone system to provide the capability to run reports, track metrics on missed calls, wrap time, dropped calls, and monitor staff productivity.
 8. Upgrade website to provide more information and reduce customer inquiries.
 9. Assess the system for the need for backflow-prevention devices to prevent water from running backwards through meters and to prevent the risk of contaminated water entering the system.
 10. Review and evaluate the meter reading/billing cycle (potentially adding weekly cycles) to smooth workloads, cash flow, and enable quicker processing and posting of payments.
8. The Treasurer's Office is not depositing customer payments in a timely fashion leading to continued customer complaints. Additionally, there is a significant risk and liability with how cash is handled by the City. The physical location of the City Treasurer's Office

should be re-evaluated. At risk of exposing the vulnerability, the RBG will not report in this document but will ensure that City Council and City management are fully aware of the risk that exists to how cash is managed in the City.

KEY AREAS OF RISK:

- a. Online Banking – **HIGH PRIORITY:** There is an urgent need to develop a process to confirm funds have been credited to a customer’s account in a timely manner after an online payment has been made. This is an “All Hands On Deck” issue to be solved immediately.
 - b. Roles & Responsibilities – **HIGH PRIORITY:** The City should urgently confirm the role and responsibilities of the Treasurer and the Collector of City Taxes.
 - c. Training & Development – **HIGH PRIORITY:** It is an urgent and immediate need for the City that the Treasurer identify resources for training, development and business process mapping.
 - d. Permanent Staffing: The Treasurer’s Office has a critical vacancy that needs to be filled immediately. Need job descriptions for all positions in the Treasurer’s Office.
 - e. Bank Reconciliations: The Treasurer’s Office is several months behind in bank reconciliations of the City’s bank statements. The City administration should work with the Treasurer’s Office on resources and staffing beyond what is currently there to eliminate the backlog.
 - f. The Treasurer is responsible for all online banking services. There is a critical need for documented policies, practices, procedures, and business process mapping.
 - g. The Treasurer should develop an Investment Policy. The purpose of this Investment Policy would be to secure the best interest rates for the City’s funds, and the policy should be approved by City Council.
9. The FY ‘19 Proposed Budget did not develop a capital budget or Capital Improvement Plan (CIP) at the time the operating budget was developed. A CIP should have been presented to the City Council at the same time as the FY ‘19 Operating Budget. The Council’s adopted financial policies (available on the City’s website) require that an annual capital budget be prepared as part of the CIP. On p. 13 of the Adopted FY ‘18 Operating Budget, Capital Improvement Budget Policy #4 states: *“The City will need to coordinate development of the annual capital budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.”* In addition, leading practices in the Commonwealth of Virginia are to develop a CIP and present in conjunction with annual operating budget. Given these were not developed together consistently, the

needs for capital projects are not being fully represented on the operating side of the budget.

10. The FY '19 Proposed Budget was developed without an updated Cost Allocation Plan so this could be a financial vulnerability once the new plan is updated. In addition, \$250,000 was budgeted from the Perpetual Care Fund. This figure exceeds the interest earned and will need to be addressed prior to the budget being adopted.

V. PROGRESS TOWARD *FIVE-YEAR FINANCIAL ACTION PLAN*

In the RBG’s *Final Report to Petersburg’s City Council*, we described the “Top 15 Actions the City Must Take.” Of concern is that none of the City leadership has reviewed the details of the *Five-Year Financial Action Plan* prior to the RBG’s return visit in April 2018. The City Council had not directed the City Manager to address the actions, and the level of personnel continuity that the RBG provided was no longer available in critical positions to assist with the transition. This, together with significant turnover in key positions, has led the City not to have made as much progress in the areas that the RBG determined to be high priority. The following numbered list goes through the “Top 15 Actions the City Must Take” and incorporates the RBG’s ***April Analysis*** of each point.

1. **Ensure Diligent Budget Management.** The FY ‘18 budget was prepared with conservative revenue estimates and expenditure flexibility for the new management team to have room to grow but also remain diligent to ensure a General Fund balance restoration consistent with RBG’s early estimates of \$2 million. This was possible due to: \$1 million left after the debt service refunding savings, no vacancy savings built into the FY ‘18 budget, \$750,000 set aside for the rebuilding of the fund balance, the additional funds provided by the Commonwealth to offset services in FY ‘18 (\$159,675), and numerous vacant properties for sale that should be used for fund balance restoration.
 - a. **April Analysis** - City staff amended the FY ‘18 Budget that was prepared by the RBG in February 2018. While a formal amendment is not necessary, the staff exhibited sound budget management practices by conducting a mid-year review of the performance of the budget. However, City staff projections assume only an estimated \$300,000 General Fund surplus for FY ‘18, ***which raises concern about the City’s fiscal discipline related to the budget management for FY ‘18.***
 - i. The City increased the revenue budget by \$2.6 million and therefore increased the expenditures by the same amount. The focus of the RBG’s analysis will be on the expenditure side as this reflects the management and fiscal discipline required in the budget process.
 - ii. The City added 42 positions from the Approved FY ‘18 Budget to the Amended FY ‘18 Budget. While there may have been a few adjustments that needed to be made to correct for inaccuracies, there was position control with the formulation of the FY ‘18 Budget. This increase far exceeds a reasonable correction for an error threshold and may have contributed to the reduction in the surplus that the City is now anticipating.

iii. The City’s rationale for the expenditure changes included:

City Changes to FY ‘18 Budget from pg. 24 of 2/6/2018 Presentation to City Council	RBG Analysis
\$500,000 for salary/positions omitted from the budget in the Police Department	<p>This issue was addressed by the RBG working with the Police Department and should <i>not</i> have contributed to a budgetary issue as the Police Department identified a remedy in May 2017 (before the fiscal year began) and developed a plan that included no budgetary or operational impact. Furthermore, the City’s amended budget shows this successful plan to address this issue and therefore did not contribute to the shifting of spending priorities reflected in the FY ‘18 Amended Budget.</p>
\$515,000 for unsuccessful outsourcing of facility management	<p>While the outsourcing was unsuccessful due to bids coming in over budget, the City has increased funding for these services mid-year rather than building a facility management program at the level of prior years and within available budgetary resources.</p>
\$550,000 for under-budgeted health care costs	<p>While the health care utilization was higher than assumed in the FY ‘18 Budget, the budget included full 100 percent funding of all positions. The amended budget for the City incorporates \$964,897 of fulltime salary and non-health care benefits savings due to vacancies. This savings exceeded the amount needed to offset health care cost increases and therefore should have contributed to the reduction of the City’s projected under-budgeting of health care costs and improvement of the City’s surplus.</p>
\$300,000 for Account Temps not included in the Finance Department Budget	<p>While Finance did not have a designated budget for temporary staffing, the department had funds to appropriately fund all budgeted fulltime staff (of which not all positions were filled and thus created vacancy savings to pay for any temporary staffing).</p>

iv. The table below shows the changes to the General Fund from the RBG’s revised budget. The column in green removes the \$6 million liquidity event to the Amended Budget presented in February 2017 and adopted by the City Council to get a true picture of the budget changes.

GENERAL FUND SUMMARY					
REVENUES	2016-2017 ACTUALS	2017-2018 BUDGET	2017-2018 BUDGET RBG Revised*	2017-2018 AMENDMENT	\$ Change
General Property Taxes	33,735,254	34,864,542	34,864,542	33,628,557	(1,235,985)
Other Local Taxes	13,486,416	13,729,000	13,729,000	14,434,623	705,623
Permits, Fees & Licenses	514,189	358,700	358,700	349,518	(9,182)
Fines & Forfeitures	765,982	683,000	683,000	806,942	123,942
Revenue From Use of Money/Property	133,102	158,612	158,612	157,947	(665)
Charges For Services	3,610,716	2,580,020	2,580,020	3,086,687	506,667
Miscellaneous Revenue	321,341	620,000	620,000	683,556	63,556
Recovered Costs	866,150	30,000	30,000	876	(29,124)
Revenue From the Commonwealth	15,222,229	14,728,440	14,728,440	14,959,278	230,838
Revenue From the Federal Government	4,414,465	4,226,185	4,226,185	4,899,973	673,788
Non-Revenue Receipts	-	6,247,000	247,000	1,797,000	1,550,000
TOTAL REVENUES	\$ 73,069,844	\$ 78,225,499	\$ 72,225,499	\$ 74,804,958	\$ 2,579,459
EXPENDITURES	2016-2017 ACTUALS	2017-2018 BUDGET	2017-2018 BUDGET	2017-2018 AMENDMENT	\$ Change
General Government	6,715,323	6,201,587	6,201,587	7,091,009	889,422
Constitutional Offices	4,375,008	4,457,933	4,457,933	4,208,240	(249,693)
Public Safety	15,364,821	18,336,072	18,336,072	18,950,403	614,331
Courts & Other Public Safety	258,490	284,250	284,250	279,083	(5,167)
Public Works	3,699,178	4,441,275	4,441,275	4,899,084	457,809
Social Services	11,757,522	12,513,118	12,513,118	13,553,873	1,040,755
Leisure & Cultural Affairs	1,633,556	2,006,298	2,006,298	2,010,123	3,825
Development Services	874,232	1,894,633	1,894,633	1,743,314	(151,319)
Debt Service	6,721,585	5,432,520	5,432,520	3,495,834	(1,936,686)
Schools	8,254,730	8,474,762	8,474,762	9,474,762	1,000,000
Transfers	88,350	608,640	608,640	1,578,046	969,406
Non-Departmental	6,118,330	13,574,411	7,574,411	7,521,185	(53,226)
TOTAL EXPENDITURES	\$ 65,861,125	\$ 78,225,499	\$ 72,225,499	\$ 74,804,958	\$ 2,579,459
*Removes the \$6M One-Time Increase to the Fund Balance due to an assumed Liquidity Event. On p. 23 of the Adopted FY '18 Operating Budget, "The budget assumes that decisions will be made that will generate a liquidity event of roughly \$6 million. This \$6 million will then be used to establish a fund balance. If the liquidity event comes in higher or lower, it should not impact the management of the budget as these funds were not considered to be available for ongoing expenses."					

v. **Revenue** estimates are projected to be \$2.58 million more than the RBG’s budget (after removing the \$6 million liquidity event). The majority of this is due to the “Sale of Property” that is estimated by City officials at \$1.5 million, with just under \$1 million in revenue received to date. The remaining is due to other various revenue modifications coming in over original projections.

1. In accordance with the City’s adopted financial policies, “Current revenues will fund current expenditures. One-time or other special revenues will not be used to finance continuing City

operations but instead will be used for funding special projects.” At a minimum, the City should project a \$1.5 million surplus, or one-time contribution to fund balance, due to the one-time revenue from the “Sale of Property.” However, the revenue increase was absorbed by expenditures exceeding budget and new expenditures not originally budgeted; thus, the City was using one-time revenues for ongoing expenditures.

- vi. **Expenditures.** The City transitioned from the tightly controlled budget and financial management environment led by the emergency turnaround team to the fulltime management team. With this transition and the review of the year-to-date spending of the City, there have been decisions made that are inconsistent with the strict financial management required to move Petersburg forward.
 1. The table below shows increases to the Amended Budget that are beyond what was provided in this analysis, as identified by the City in its report to City Council. *(See pages 9-15.)* The changes below have been identified by the RBG in our review of the FY ‘18 Amended Budget and represent decisions that were made during this fiscal year that are inconsistent with strict spending controls. Rather, they represent new spending that could have waited until the FY ‘19 budget development process to resource.

INCREASES TO THE AMENDED BUDGET	
Increase for City Manager’s Office for “Professional Development”	\$8,000
Increase for City Manager’s office vehicle	\$27,000
Increase for Human Resources including \$7,000 for “Mileage” and \$15,000 for “Travel Expenses”	\$22,000
Net Increase to Finance Department budget due to overspending on staffing rather than managing within allocated budget	\$235,254
Increased funding for City Collector/Billing & Collections Department above the revenue neutral cost structure from moving Treasurer functions to City Collector presented by the RBG	\$95,217
Increased Cost of “Telecommunications” and “Contractual Services” in IT for	\$129,377

costs that were budgeted for in Finance (OpenGov) and Copier Services (should have phased implementation of new contract based on budgeted funds available)	
Part-time Position in the Office of the Clerk of Circuit Court that was hired in FY '17 and FY '18 without proper budget approval from the RBG's management team	\$33,372
Fire Department did not manage overtime and maintain its spending within budgeted funds	\$559,917
Public Works budget was increased above historical spending levels, reflective of additional budgeted resources for services and not a failed outsourcing attempt. When the budget was created, funds for full-time salaries/benefits (\$500,000) were moved to contractual services to reflect the desire to pursue outsourcing. Given that bids came in higher than the budgeted amount, the \$500,000 in contractual services could have been moved back to full-time salaries/benefits to maintain the level of service with in-house personnel. Service offering and/or augmented salaries/benefits were increased beyond what was approved in the budget.	\$457,809
Social Services budget increase appears to be higher than the proportional revenue offset provided by the Commonwealth. This figure is the net impact to the budget that may include additional funding/programming that was not budgeted. In general, 85 percent of funding for Social Services programming comes from the Commonwealth.	\$288,258
Total	\$1,856,204

2. **Establish a Financial Advisory Board.** In the RBG *Five-Year Financial Plan* presented to Council and to the public in our final presentation, we discussed the need for a Financial Advisory Board and a recommended structure.
 - a. **April Analysis** - The City has not moved forward on this recommendation. However, City Leadership has agreed to move forward on this in May 2018. There needs to be representation from professional stakeholders.

3. **Continue to improve the City's bond rating by following recommendations laid out by Standard & Poor's.** While the movement from a "negative outlook" to a "stable outlook" was a major achievement in just nine short

months under the RBG's leadership and management, the City leadership should maintain a sense of urgency and diligence to move the City's bond rating upward.

- a. **April Analysis** - The City's historical underlying rating (BB) and enhanced rating due to state-aid intercept (A) were provided by Standard & Poor's (S&P). Earlier this year, S&P changed its rating methodology towards state-aid intercept ratings, removing the enhancement so the City's bonds would only carry its underlying junk-bond rating. Therefore, at the request of the City's financial advisor Davenport, the City pursued a rating through Moody's. While the enhanced rating that Moody's provided of Aa1 (equivalent to AA+ by S&P) is higher than the enhanced rating provided by S&P, the rating is ***not an upgrade*** to the City's underlying rating. Moody's did not provide an underlying rating to the City's bonds, meaning the Aa1 is not based on the City's rating but rather the Aaa of the Commonwealth.
 - i. The RBG continues to emphasize that the City's credit rating should be understood and accurately communicated. The City must use the credit rating analysis as a specific guide to understanding material weaknesses that could threaten its credit rating.
4. **Achieve and Adhere to Adopted Finance Policies.** The City leadership, including the City Council, should monitor the City's adherence to its adopted financial policies.
- a. **April Analysis** - In the FY '18 Adopted Budget that was developed by the RBG, a scorecard related to the financial policies was incorporated into the report to increase the visibility of the requirements and ensure that they were being managed. While the FY '19 Proposed Budget did incorporate the financial policies, and refer to them, the scorecard was not incorporated. The scorecard allows the public to see how the City management is performing as it relates to these policies. Continued use of the scorecard is recommended.
5. **Effective Transition to City Collector.** At the request of the City Council, the RBG developed a transition plan to move from a City Treasurer-led collections function to a Council-approved Collector of City Taxes, a circumstance where the collections function is the responsibility of the City Manager.
- a. **April Analysis** – While the transition occurred to a newly elected City Treasurer and Commissioner of Revenue, there continues to be severe delays in the

depositing of customer payments and the accuracy of assessing and billing customers. This is a risk area that the City needs to address immediately.

- i. While a seasoned professional was hired to oversee the Billing and Collections activity for the City, there continues to be a disjointed flow of information from the Commissioner of Revenue, the City Treasurer, and this new office. The Billing and Collections activity and analytics are not understood by all involved, and they are not actively tracking collection activities. This includes no process flow of all billing and delinquency cycles that all parties review and follow.
- ii. The Treasurer’s Office is not depositing customer payments in a timely fashion, leading to continued customer complaints. Additionally, there is a significant risk and liability with how cash is handled by the City. At risk of exposing the vulnerability, the RBG will not report those risks in this document but will ensure that City Council and City management are fully aware of the risk that exists to how cash is managed in the City.

6. Improve City-wide Collection Efforts, including the Utility Fund. Per City Council resolution, the Utility Fund must report a collection rate of at least 90 percent by January 2018 or the rate increase approved for FY 2018 is rescinded.

- a. **April Analysis** - Initial reports from City staff have calculated the collection rate for the Utility incorrectly as it includes the delinquency collections into the “current collection rate” and the collection rate for General Fund revenues has not been provided. Therefore, the RBG has been unable to determine improvements in this area. The following chart shows collections for July 2017 through February 2018.

BILLING MONTH	TOTAL COLLECTION RATE	TOTAL BILLED	COLLECTION TOTAL	DELINQUENT MONIES COLLECTED
Jul-17	100%	\$ 1,371,941.40	\$ 1,375,592.55	\$ 28,694.55
Aug-17	96%	\$ 1,406,830.89	\$ 1,353,046.24	\$ 47,354.65
Sep-17	79%	\$ 1,645,418.04	\$ 1,297,000.54	\$ 76,277.91
Oct-17	86%	\$ 1,669,204.99	\$ 1,439,880.85	\$ 37,097.22
Nov-17	65%	\$ 1,554,438.25	\$ 1,016,655.69	\$ -
Dec-17	64%	\$ 1,400,057.38	\$ 890,182.26	\$ -
Jan-18	67%	\$ 1,579,735.95	\$ 1,052,513.56	\$ -
Feb-18	35%	\$ 1,852,357.42	\$ 648,825.54	\$ 321,491.75

7. **Eliminate the need for Revenue Anticipate Notes (RANs) by increasing cash flow and improving fund balance.** Until the City can carry enough cash balances to pay its accounts payables in a timely fashion, it will need to rely on RANs.
 - a. **April Analysis** - The City has not developed nor used an efficient cash flow for the management of the City's finances since the RBG stopped managing the day-to-day finances in June 2017.
 - i. The City has not started the process to ensure that a RAN is available for its cash flow needs in fall 2018.
 - ii. There is no current plan to eliminate the need for a RAN nor is there a five-year financial projection that shows the financial pathway for the City.

8. **Pursue Liquidity.** Whether it is the sale of City-owned properties or the sale of its excess capacity of water, the City should continue to pursue one-time revenues that will help to restore the Fund Balance and provide the necessary cash flow to eliminate the need for a RAN and increase the City's credit rating. The City owns more than 300 properties.
 - a. **April Analysis** - The City is not following the Council-adopted policy that the RBG put forward in the spring 2017 and appears to have resorted to historical practice.
 - i. According to City staff, there is a lack of coordination between the Committee on Economic Development, Tourism, Land Use, and Housing and the City staff. Additionally, properties for sale are not properly placed on the agenda and are introduced and voted on during the same City Council meeting.
 - ii. During our review, we were made aware of only three (3) properties that are currently being pursued for sale out of more than 300 available properties. There have been two properties that have closed for a total of \$900,000 in proceeds, with another \$100,000 expected to close before the fiscal year ends. The budget projections for end of the FY '18 includes \$1.5 million in proceeds from the sale of property and will continue to be a risk area to the FY '18 budget that City leadership will need to address.
 1. The City expects to receive \$1 million in property sales by June 30, 2018. These include:

- a. **20 W Tabb Street** (old Petersburg Hotel site): netted \$200,000 in cash for the City, with a potential for additional funds if a grant is received.
 - b. **Cambria Hotel Suites:** netted \$700,000, land (for one parcel) was assessed at \$1.1 million. Note: there are two other land parcels (326 E. Washington St. and 400 E. Washington St.). It was not clear if there are milestones for construction.
 - c. **308 University:** expected \$100,000 net cash to the City with an anticipated closing by June 30, 2018.
- iii. Another 44 properties have been approved for disposition by the City Council to be sold through a bulk auction through Motley Auctioneers; however, there is uncertainty about when this sale will occur even though the process started in summer 2017.
 - iv. There is an ability to sell excess water capacity through the Appomattox River Water Authority (ARWA) that could yield approximately \$11 million. However, the City has not harnessed the opportunities that resulted from early negotiations between the RBG and ARWA partners.

9. **Keep Engaged with Regional Partners for Collaboration and Funding**

Opportunities. A concern that was apparent upon the RBG's arrival in October 2016 was the City's failure to participate in regional meetings.

- a. **April Analysis** – We received documentation on invoice payments to regional partners. The City Administration confirmed that the City is current in its payments to its regional partners. City staff stated that they and City Council members are attending required regional meetings. We continue to encourage City Leadership to actively participate in regional meetings. Lack of regional partner collaboration and communication led to issues in the past such as lawsuits (as in the case of the South-Central Water and Waste Management Authority or the SCWWMA). There may be funding opportunities with regional partners, as well. For example, the RBG identified there may be excess water supply that Petersburg could sell to other members of the ARWA, generating several millions of dollars in revenue to strengthen the City's Fund Balance.

10. **Increase use of Data Analytics for Decision-Making and Invest in**

Technology Infrastructure. The City must invest in its technology infrastructure and

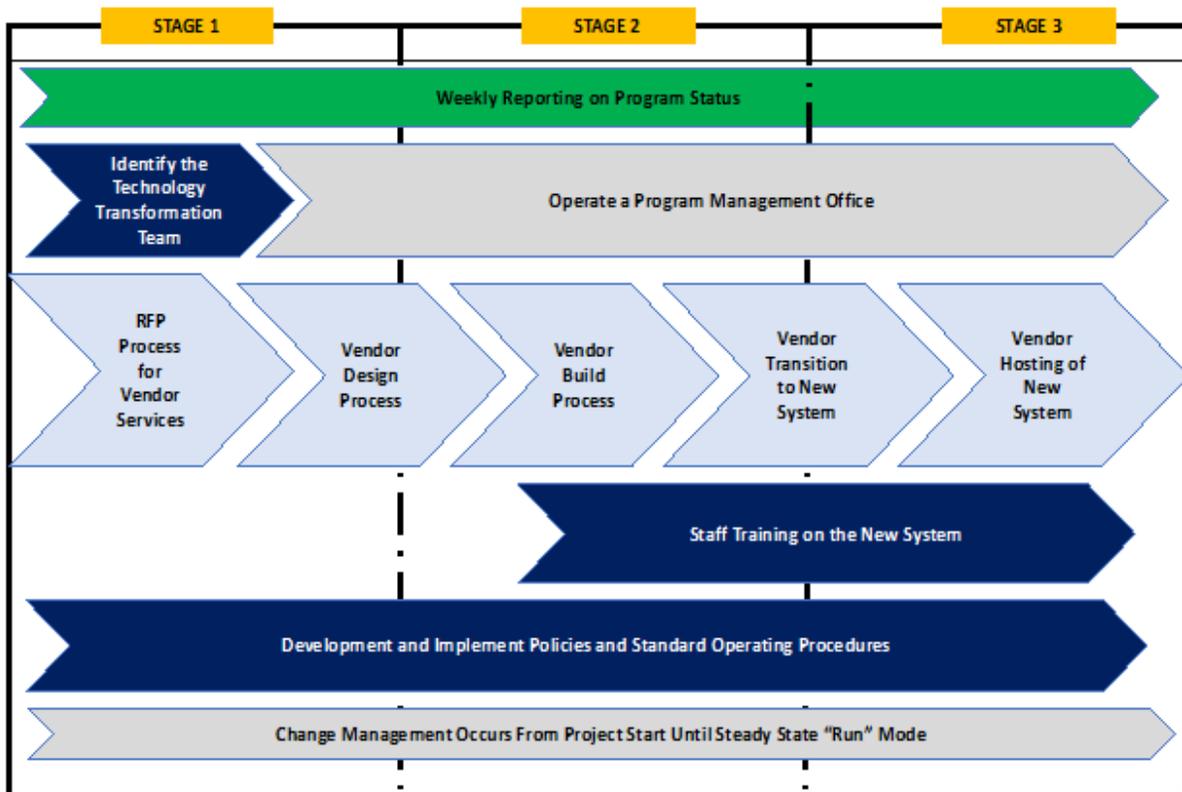
in building a data analytics and reporting capability. There continues to be a critical need to modernize the City's primary data systems.

- a. **April Analysis** - The City increased staffing for the Budget Office by two analysts and a Director, and increased the Deputy City Manager (or equivalent title of COO/CFO) count to three from the two that was envisioned by the RBG. These additional resources should provide more analytical abilities across the City.
- b. **Information Technology** - On p. 57 of the Adopted FY '18 Operating Budget, "Additional resources have been provided to the Information Services department to focus more attention on data analytics and ensuring that information in the City's critical systems is accurate." However, the City eliminated a data analyst position in Information Technology (IT) from the Adopted FY '18 Budget.
- c. **Need for Technology Investment** – We strongly encourage the City to invest in upgrading its AS-400 enterprise financial system. AS-400 provides all City financial data within four modules: Payroll, General Ledger, Utilities, and Treasury. There are three main issues with AS-400:
 1. **Small Number of Power Users:** Less than five City staff are power users who can access and query all four modules and most of them will retire in three years. In the short term, the City should create a cadre of AS-400 power users in the new Billings & Collections Office.
 2. **Lack of Reporting:** Data from queries or searches is extracted out of AS-400 as a spreadsheet, and analysis takes place through manual spreadsheets instead of automated software.
 3. **End of Life System:** System experts are retiring and the community of users is getting smaller annually.

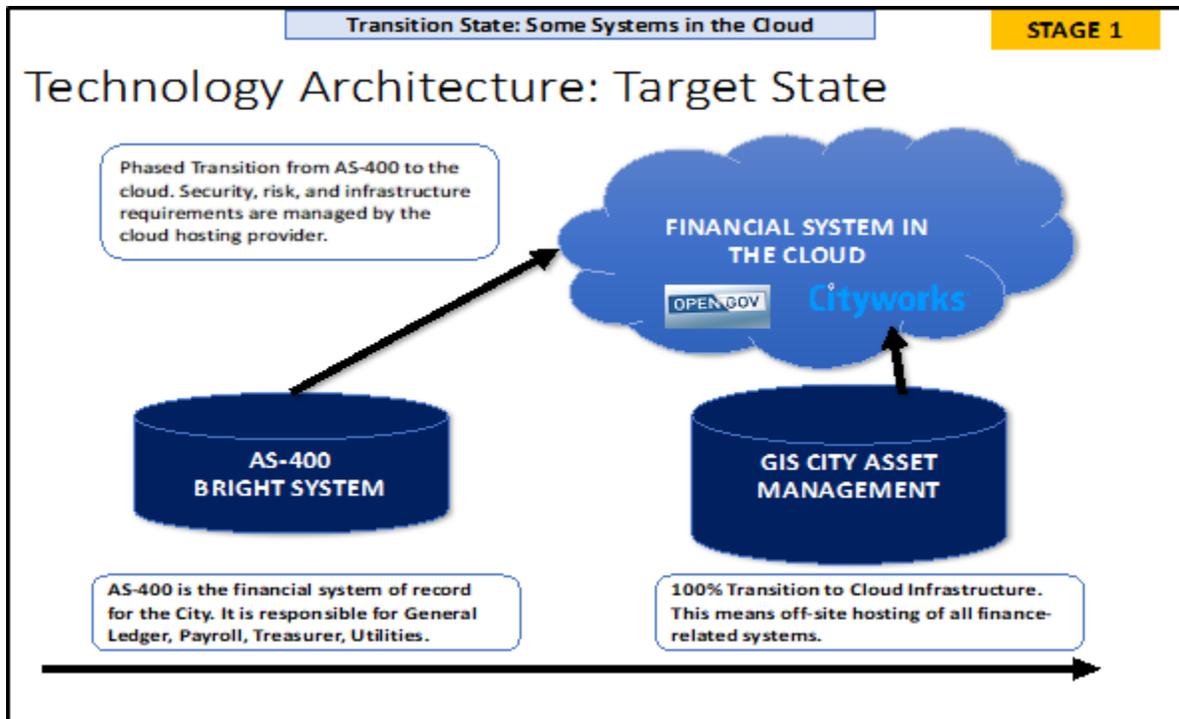
In the RBG's final report to the City, a recommendation was made to develop a plan to migrate to a modern, cloud-based financial enterprise reporting system (ERP) that would be easier for employees, citizens, and vendors to use, manage, and train at a reduced risk and a reduced long-term cost to the City. The RBG believes the technology focus for City leaders should be on building an "ecosystem." By utilizing a cloud-based architecture where financial systems, the GIS system, and other departmental tools seamlessly share data, staff and customers can access data with "One Click of a Button." This makes data reporting fast and simple. In our meeting with the IT Director, the RBG reviewed the current state of the technology architecture and infrastructure. There is no

current plan to migrate to a new ERP. However, the IT Director stated there are plans to issue an RFP for new Utilities billing software, although he did acknowledge there is no budget to fund such a project.

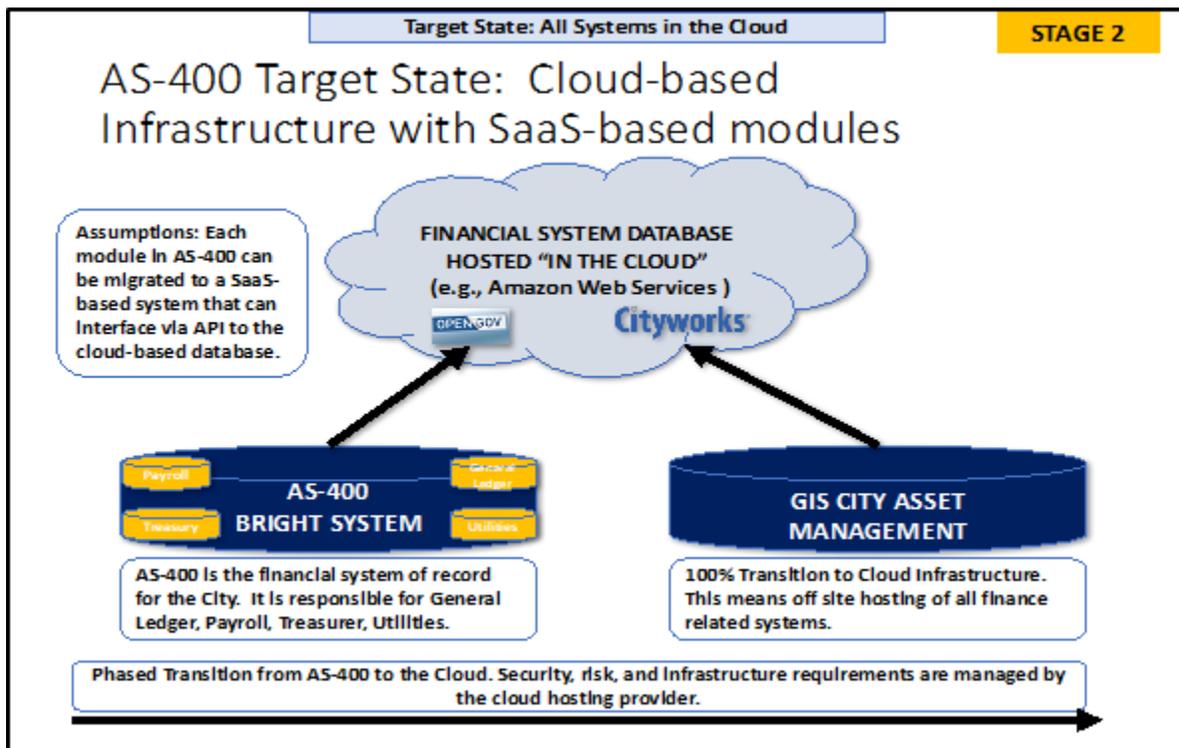
- d. **Technology Roadmap** - In the RBG’s final presentation to the City, a three-stage Technology Roadmap was presented to transition from AS-400 to a new system.

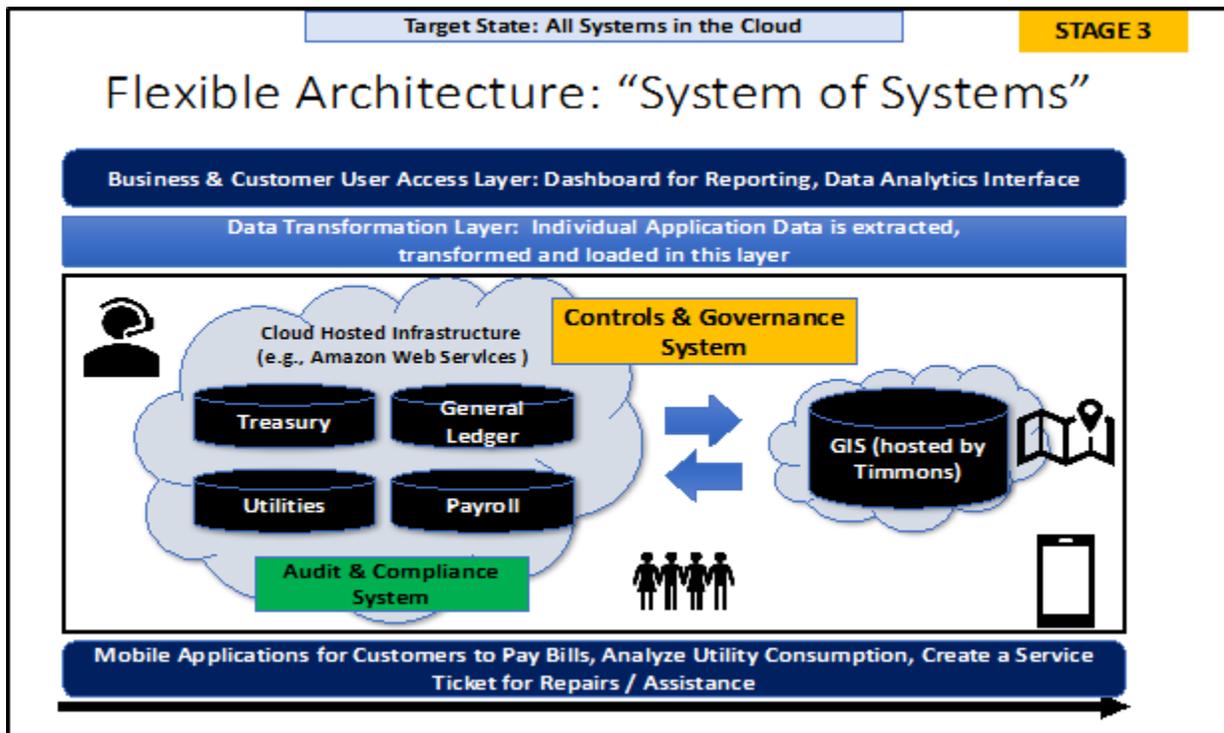


In Stage 1, initiate an RFP process for a highly experienced vendor that results in vendor selection and the design of the phased transition plan. A migration plan for each AS-400 module is made and this migration plan must ensure that no data is lost. The keys to completing this transition are identifying the Technology Transformation Team and establishing a Project Management Office to oversee each stage of the process.



In Stage 2, the phased migration is tested and completed. Before AS-400 is decommissioned, the new production system is rigorously tested to meet all business and reporting requirements, and that all prior system data is retained.





In Stage 3, Governance, Risk & Compliance policies, practices, and procedures are managed by the technology team. The foundation for the new enterprise financial system to run in a steady state is developed.

- e. **Information Security** - In our meeting with the IT Director, we reviewed the current state of information security. Local governments face a growing threat in ransomware attacks. In early April 2018, the City of Richmond IT Department reported a ransomware attack like that faced by City of Atlanta, which saw a ransomware attack in March 2018. As a result, we want to highlight key points with respect to information security during our technology discussion. The IT Director reported that current information security consists of firewall tracking and intrusion detection both inside and outside the City’s network firewall. The IT Director emphasized the need for improved physical security with these higher areas of risk. City management should document the current information security policies, practices, and procedures and have a plan ready to initiate in case of a cyberattack.

11. Remedy the Comprehensive Annual Financial Report (CAFR) Audit Findings; Eliminate the Qualified Opinion on the Utility Fund; and Address the Items Identified in the Forensic Audit. City management needs to actively

address the list of findings to reduce the number of findings in the future and eliminate the qualified audit opinion on the Utility Fund.

- a. **April Analysis** - The City reduced the number of repeat findings from 25 to 17 from the FY '16 CAFR to the FY '17 CAFR. While officials in the Finance Department developed a tracking document and communicated it to owners across City departments in September 2017, the City has not followed up on these tasks and is unable to determine the improvements made to the CAFR audit findings. Some of the audit findings are critical reconciliation and basic accounting procedures that must be addressed by the City Administration.
 - i. Additionally, the Finance Department has not thoroughly reviewed the findings of the Forensic Auditor and, therefore, has not developed proper remediation plans.

12. Working with the contracted Internal Auditor, continue to develop

financial and business policies, practices, and procedures. While the RBG did significant work in this area, particularly related to policy development for financial/budgetary, procurement, Accounts Payable, and grant management, continued discipline is needed.

- a. **April Analysis** - The City has not engaged the Internal Auditor (CliftonLarsonAllen) to perform the work plan that was set out for them in their contract. Nor has the Internal Auditor sounded the necessary alarms related to this work. Additionally, the City used the Internal Auditor to audit the transition of the collections functions from the City Treasurer to the new Office of the City Collector; however, a final clean hands report was not issued to the City officials due to lack of follow-up from City staff. The RBG met with the Internal Auditor to set out a path forward and ensure that it knows how to properly elevate concerns in the future, especially if it does not get the proper attention from City leadership.
- b. While the management of the contract should be with City staff, the reporting structure for the Internal Auditor should be to the City Council and not to City staff.

13. Work to eliminate any outstanding payables and determine path forward for repaying misused urban allocation funds and inappropriate loans

made from the Perpetual Care Fund. The City management and City Council should determine the best path forward to repaying the dollars.

- a. **April Analysis** - The City was able to finally eliminate the “voided batch” backlog of unpaid Accounts Payable that existed from the “checks in the drawer” discovery in the fall 2016 by the RBG. ***This is a great accomplishment!***
 - i. The Urban Allocation Funds repayment is still in review and negotiations with the Virginia Department of Transportation (VDOT) and poses a potential financial risk to the City once a determination is made on the amount, if any, that is owed and how the repayment will be calculated.
 - ii. The Forensic Auditor’s report confirmed that \$525,000 was loaned from the Perpetual Care Fund and not repaid. City officials were unaware of this obligation and have not commenced a repayment strategy. Additionally, the FY ‘19 Budget mistakenly incorporates \$250,000 in revenue from the Perpetual Care Fund to offset General Fund costs, but this figure is not based on the interest that has accrued but rather an arbitrary figure that was historically used. This will need to be rectified prior to the budget being finalized.

14. Develop a structurally balanced FY ‘19 Budget. The largest challenge that will face the City in FY ‘19 is addressing continued pay issues, aging infrastructure, and a significant 45 percent requested increase to the Petersburg City Schools appropriation.

- a. **April Analysis** - While the budget that was produced is balanced, including an anticipated \$1 million to \$1.2 million surplus, the ability to maintain a balanced budget and achieve a surplus requires diligent budget, fiscal discipline and management. **The City Administration is committed to maintaining a balanced FY ‘18 Budget and they have presented a balanced FY ‘19 Budget.**
 - i. The City incorporated \$750,000 for the replenishment of the fund balance, which is consistent with the *Five-Year Financial Action Plan*.
 - ii. \$250,000 was included as revenue from the Perpetual Care Fund, but this is more than the interest received from the investment returns in the Fund and will need to be assessed and remedied.
 - iii. The Utility Budget recommended a 0 percent rate increase, which is inconsistent with the rate increase required as part of the rate study. This should be remedied by either a new rate study or a change to the utility rate in the budget or the City will not meet the requirements of its bond covenants and is subject to a technical default on its bonds.

- iv. Continued changes to health care that are fiscally conservative may cause issues with the organizational culture and maintaining the workforce.
- v. Indirect cost allocation was increased in the FY '19 proposed budget but without an updated indirect cost allocation plan prepared by an auditor.

15. Continue to invest in City Council training and professional development to ensure the City Council has the right tools to hold its direct reports accountable.

The City Council should ensure that it is represented annually at the Virginia Municipal League's (VML) conference and should engage in ongoing professional development activities. The City Council should hold and appropriately schedule annual performance reviews for its direct reports and tie pay increases to performance.

- a. **April Analysis** – Several members of the City Council attended the National League of Cities conference in Washington, D.C., including training sessions for Councilmembers. Additionally, the City Manager led a retreat with the City Council on March 26, 2018. The City Council should continue to work with the VML, the National League of Cities, etc., to continue to enrich its effectiveness to govern the organization.

VI. APPENDIX

INFORMATION REVIEWED

In the RBG’s memo to the City defining our Plan of Entry, we included as part of our review the following information request:

1. General Ledger 60 (“GL 60”) Report for All Funds (revenue and expenditures) with budget to actual from July 1, 2017, to date
2. Monthly actual cash flow report from July 1, 2017, to date with projections through the final payment of the Revenue Anticipation Note (RAN)
3. Trial Balance for All Funds from July 1, 2017, to date
4. FY ‘19 Proposed Budget by line item for All Funds, including CIP
5. Coverage calculations in Water/Wastewater Fund based on collections to date
6. Calculations of collection rates, and the Collection Rates, for Water/Wastewater Fund by month starting July 1, 2017, to date
7. New Water/Wastewater Rate Study
8. Month-by-Month Utility Collections for FY ‘18 vs FY ‘17.
9. Reports provided from Internal Auditor
10. Report of all salary increases/terminations/resignations from August 2017 to date, and impact to the budget
11. Confirmation of VRS payments being made on-time (for City and schools).
12. Confirmation of all regional partners invoices being made on-time (ARWA, CVWMA, Greyhound, Regional Jail, Regional Training Facility, etc.)
13. Confirmation of Department of Social Services (DSS) payments being made on time
14. Confirmation of Utilities (Dominion, Motorola, Gas, etc.) being made on-time
15. Urban Allocation Resolution with VDOT
16. Confirmation of Transit Authority draw-downs
17. Status of all Virginia Resources Authority funded projects (by project)
18. Confirmation that all Virginia Resources Authority rate covenants are being adhered to
19. Confirmation of physical separation of restricted funds into separate checking accounts (e.g., utilities, cemeteries, VDOT Urban Allocation, etc.), as required by law (in the case of Urban Allocation)
20. Status update on progress of *Five-Year Financial Action Plan* recommendations
21. Number of utility breaks from July 2017, to date

SCHEDULE OF MEETINGS HELD FOR APRIL 2018 PERFORMANCE REVIEW

Note: All meeting agendas, meeting minutes and documents received are saved in the City's Dropbox folder located here: <https://www.dropbox.com/home/City%20of%20Petersburg%20-%20Data%20Room>.

This City of Petersburg Dropbox folder also contains the data, information, and deliverables produced by the RBG during its October 2016 - October 2017 engagement.

Schedule of Meetings		
Date	Time	Meetings and Attendees
		City Council
4/4/18	3:00pm-4:00pm	Mayor Samuel Parham
4/4/18	3:00pm-4:00pm	Councilmember W. Howard Myers
4/5/18	3:00pm-4:00pm	Councilmember Treska Wilson-Smith
4/5/18	5:00pm-5:30pm	Vice-Mayor John Hart
4/5/18	2:00pm-3:00pm	Councilmember Charlie Cuthbert
4/5/18	1:00pm-2:00pm	Councilmember Darrin Hill
		City Manager
4/5/18	8:30am-10am	Aretha Ferrell-Benavides Michael Rodgers
		Budget Team
4/5/18	9am-11am	Aretha Ferrell-Benavides Michael Rodgers Robert Floyd Myesha Beasley Jay Baxter
		Utilities
4/5/18	11am-1pm	Aretha Ferrell-Benavides Michael Rodgers Tangela Innis Denise Johnson Janell Sinclair
		Police
4/5/18	2pm-3pm	Chief Miller
		Collections
4/5/18	2:30pm-4:00pm	Aretha Ferrell-Benavides Michael Rodgers Tangela Innis Denise Johnson

		Janell Sinclair
4/5/18	4:00pm-5:00pm	IT
		Gerrit Van Voorhees
4/6/18	8:30am-10am	Finance
		Aretha Ferrell-Benavides
		Michael Rodgers
		Robert Floyd
		Myesha Beasley
		Jay Baxter
4/18/18	9:00am-10:30am	HR
		Ava Bedden
		Michael Rodgers
		Lionel Lyons
4/18/18	10:30am-11:30am	Internal Auditor
		Greg Bussink
4/18/18	1:00pm-2:30pm	Davenport
		Discuss Option: Securitize Utility Revenue
		Discuss Credit Ratings (Moody's Aa1 on March 26, 2018)
4/17/18	9:00am-11:00am	<i>Five-Year Financial Plan</i>
4/17/18	11:30am-1:00pm	Public Works Follow Up
4/17/18	2:30pm-3:30pm	Economic Development
4/25/18	8:30am-9:30am	Commissioner of Revenue
4/25/18	9:30am-11:00am	Treasurer
5/14/18	4:00pm-5:00pm	Councilmember Annette Smith-Lee