

Community Event with Sen. Rosalyn Dance and Robert Bobb

Emergency Financial & Operational Restructuring

The Robert Bobb Group, LLC

June 5, 2017

Agenda

- **Meet the RBG Team**
- **Initial Findings: What We Found**
- **Current State: Where We Are Now**
- **Target State: Where We Are Going**
- **Transparency**

Presentations available on City website:

<http://www.petersburgva.gov/index.aspx?NID=846>

Meet The Robert Bobb Group “A Team”



Robert Bobb
Project Executive



Tom Tyrrell
Interim City Manager



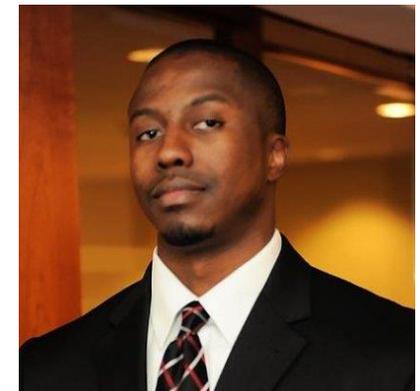
Nelsie Birch
Interim Deputy City Manager/ Finance Director



Dileep Rajan
Data Analytics Lead



Jack Berry
Deputy City Manager for Operations



Patrick Bobb
Quality Control Manager

Team Member Expertise & Experience



Robert Bobb
Project Executive

Robert Bobb has over 40+ years of municipal experience leading transformation projects for cities in fiscal distress. He has led initiatives in Kalamazoo, Michigan, Santa Ana, California, Oakland, California, Washington, DC, Detroit (Receiver for Detroit Public Schools), and Richmond, Virginia.



Tom Tyrrell
Interim City Manager

Col. Tom Tyrrell, USMC, (Ret.) has 30+ years of leadership and strategic planning experience. He has held various executive positions with the Intrepid Sea Air & Space Museum, Cantor Fitzgerald, served as the Chief Operating Officer of Chicago Public Schools, and served as the Chief Administrative Officer of Illinois.



Nelsie Birch
**Interim Deputy City
Manager/ Finance Director**

Nelsie Birch has 18+ years of public sector finance experience including Budget Director for the City of Alexandria, Virginia and Director of Agency Operations for the District of Columbia. She was an analyst at Fitch Ratings and led transformative projects in North Carolina and Illinois.

Team Member Expertise & Experience



Dileep Rajan
Data Analytics Lead

Dileep Rajan has over 12+ years of experience leading data analytics and technology projects in public and private sectors including the District of Columbia Government, the Federal Government, Accenture and KPMG.



Jack Berry
Deputy City Manager for Operations

Jack Berry has 40+ years of experience as a city government leader who previously worked as Hanover County's administrator and Richmond's budget director. He was most recently Executive Director of Venture Richmond for 18 years.



Patrick Bobb
Quality Control Manager

Patrick Bobb has over 10+ years of Business Intelligence, Information Security and Project Management experience. Patrick has managed and lead key project initiatives in Chicago, IL, Puerto Rico, California, Richmond, VA and Washington, DC.

The Robert Bobb Group – 5 Pillars

The Robert Bobb Group (RBG) believes in five pillars of city government:

1. **Police Department:** a police department that engages with the community and makes people feel safe; focus on crime prevention, personal safety of residents is paramount
2. **Fire Department:** that responds to emergencies and focuses on fire prevention
3. **EMS Department:** that responds to medical emergencies within 5 minutes; the EMS is an extension of the emergency room in the hospital
4. **School System:** a system of high performing schools where parents can be proud to send their children
5. **Financial System:** that ensures fiscal stability through a fund balance and stable credit ratings

Initial Findings

What We Found

“The Fiscal House was on Fire”

- **Prior to The Robert Bobb Group’s arrival 10/25/16:**
 - Upon learning of the fiscal crisis by City leaders, Virginia Secretary of Finance Ric Brown led a team in August 2016 to identify critical fiscal issues
 - Secretary Brown’s team identified \$18.8M in outstanding fiscal obligations at end of FY 16 (June 30, 2016). This includes:
 - Outstanding vendor payments
 - Outstanding payments to authorities such as the South Central Wastewater Authority
 - The City cut employee pay by 10% effective 9/9/16.

Key Background & Reminder

Eight years of consecutively unbalanced budgets finally resulted in near default in the repayment of a short-term cash flow note

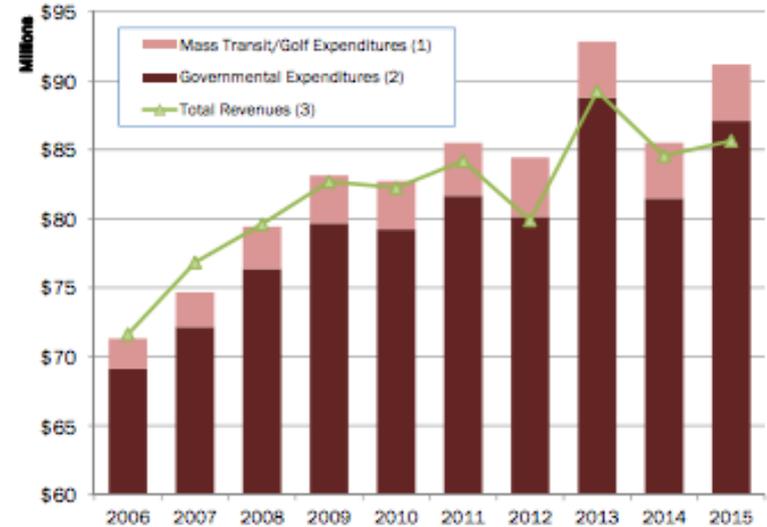
Governmental, Mass Transit and Golf Funds

The City's budget deficit began in 2009.

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	82,692,841	(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	85,653,891	(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

RBG was hired by the City of Petersburg through an emergency procurement in October 2016

Issues Identified

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

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

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 approximately 190 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

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

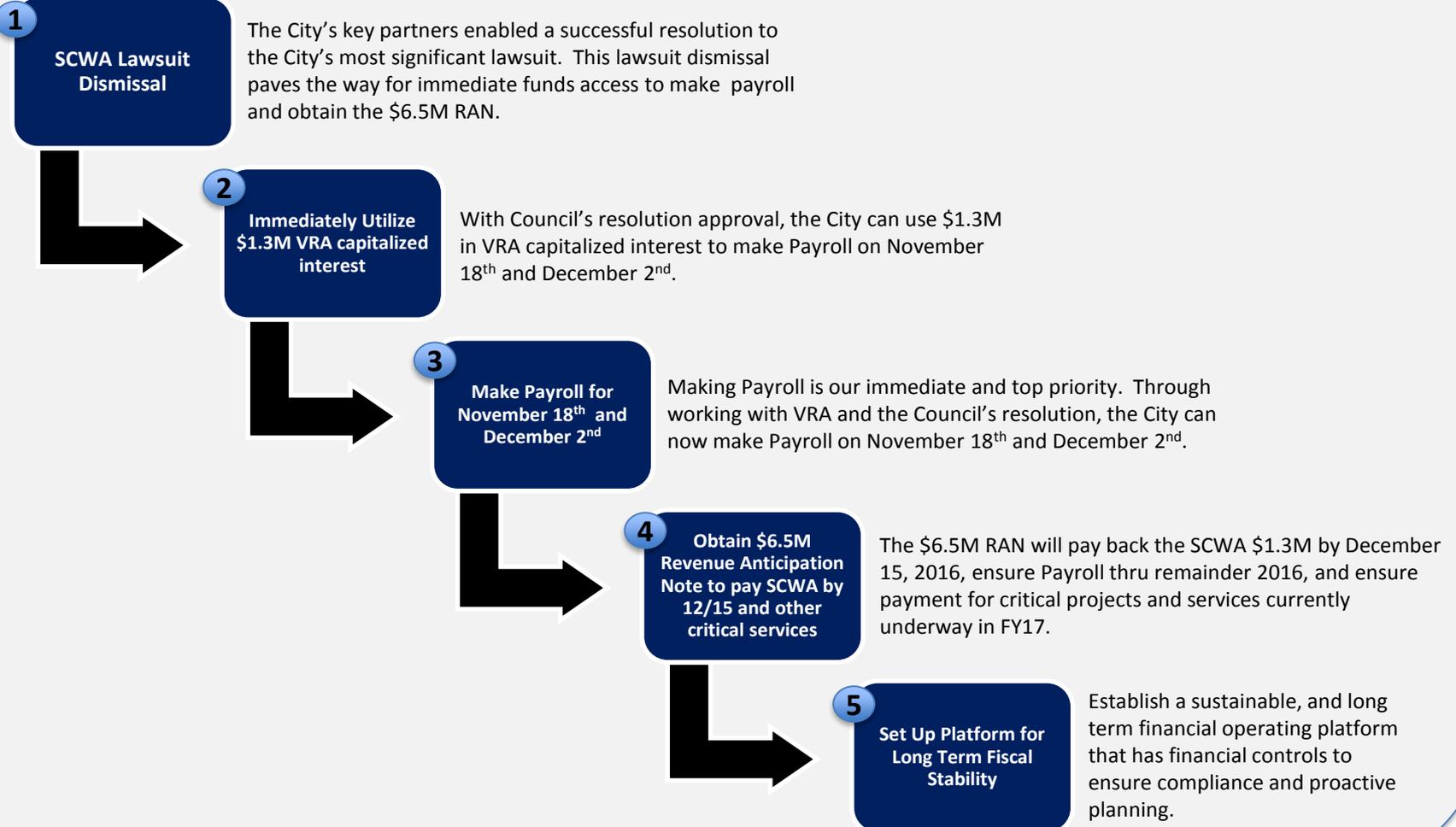
The Commissioner of Revenue is responsible for the billing function of the City while the City Treasurer is responsible for the collection of funds, printing of checks, and management of cash. The Finance Department is responsible to keep the City's books and develop and appropriate City budget.

Key Activities

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

Short Term Before Long Term

Short Term Fiscal Stability – Sequence of Activities



RBG Plan to Make Payroll

Take Immediate Action to Address Payroll Crisis

SCWA Lawsuit Dismissal Clears Path for Funds

- The SCWA Lawsuit was the primary obstacle to the City receiving short term financing of \$6.5M. **This was the City's most significant litigation case.**
- This dismissal enables the City to immediately utilize \$1.3M in capitalized interest accruing from unused Virginia Resource Authority (VRA) funds.
- **As of 11/18/16, after we have made our November debt payment, payment to key vendors, including \$427,500 to Schools, and Payroll, we will have \$78,000 remaining balance assuming no other revenues are received by the city.**
- **This enables Payroll for November 18 & Dec 2 – our immediate Priority.**
- **Our Key Partners helped make this happen: Governor's Office, VA Secretary of Finance, Deputy Chief of Staff, Deputy General Counsel, VRA Executive Director, Davenport & Company, Sands Anderson PC, SCWA Chairman**

What We Found

When RBG started work on 10/25/16, we observed a lack of internal controls for cash management/accounts payable, and the erosion of basic processes and accounting principles for financial management.



This is a picture of real “checks in the drawer” for unpaid bills going back to January 2016. Checks were issued but not released to the vendor due to lack of sufficient cash balance.

Key Impact of the Fiscal Crisis

- Standard & Poor's cut the City's credit rating to BB "with negative outlook" (i.e., S&P expect us to get worse). The City was unable to get its 2016 Revenue Anticipation Note (RAN) without paying an exceptionally high interest rate of 12%.

Immediate Action: Critical 3 Steps

1. Address the Short Term cash shortage to ensure Payroll in November 2016 and December 2016
2. Obtain short term debt financing for emergency funding for City bills and arrears
3. Identify areas of risk in the amended FY 2017 budget (1st amendment based on The PFM Group's 13 recommendations)
 - This formed the basis of the Council approved 2nd amendment to the FY 2017 Budget

Current State

Where We Are Now

Accounts Payable – What We Did

RBG instituted a weekly process to review batches of invoices and determine what checks are to be paid, while validating the availability of cash. This must be signed off by Interim DCM/Finance Director. The result is that there are no more checks in the drawer waiting to go out!



RBG developed a vendor repayment plan to repay outstanding obligations over the next 12 months (starting in March 2017).

What We Did to Address 3 Key Challenges

1. Lack of Standard Policies and Procedures

- We cut Employee Purchase Card usage by 51%, froze employee travel and hiring
- We simplified procurement and accounts payable processes

2. Lack of focus on technology tools

- We implemented OpenGov and CityWorks to simplify financial reporting and track Utilities work order repairs and costs
- We cleaned the General Ledger by eliminating 500+ unused Revenue and Expense codes

3. Lack of Accountability in the Organization Culture

- “People and Culture Change” will depend upon strong leadership sustaining the change
- Changing this culture is a long term transformation

5 Month Plan – COMPLETED

#1 Priority for Phase 1 was securing the RAN to address the short term fiscal crisis. Phases 2 & 3 will focus on long term financial stability.

Financial Emergency Turnaround – Key Activities

Phase 1: 10/25/16 – 12/2/16

Phase 2: 12/5/16 – 1/27/17

Phase 3: 1/30/17 – 3/31/17

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 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 VA Secretary of Finance, 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 review salary survey.
11. Appropriate, by Council action, Amended FY 17 budget.

1. Determine the revenue cycle and what billing cycles should change to help cash flows, including state-shared revenues.
2. Provide a budget to actual assessment of FY 17 to Council.
3. Determine critical positions to hire.
4. Issue RFP for the City's CAFR/Auditing responsibilities.
5. Review the city's economic development plan and individual agency plans.
6. Conduct organizational assessment, and identify resource gaps.
7. Conduct business process reviews for financial operations, create standard operating procedures & policies.
8. Start recruiting critical hires.
9. Conduct technology assessment and define a robust and scalable platform.
10. Map process flows for Accounts Payable.
11. 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 (HR Director has been hired).
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 mid year FY17 budget review
10. Hand off knowledge repository to city & submit our Exit Plan.

Critical Finance Actions

1. Provisionally hired the Assistant Finance Director to assist with Cash Flow development and basic accounting duties.
2. Moved Payroll Manager to HR, and increased pay, due to lack of proper back up and the fact that she had another job offer.
3. Hired a retired City Administrator/Director of Finance from a nearby jurisdiction to help develop policies and procedures.
4. Brought on VML/VACO Finance with two CPAs and an accountant to help with pre-audit work and general financial operations.
5. Borrowed the Assistant Streets Superintendent and detailed her to Finance to conduct budget analysis, work on vendor payment plans, and shore up the Accounts Payable process.
6. Hired two temporary Accounts Payable Clerks.

Actions to address FY17 and FY18 Budgets

RBG discovered we would not just have to prepare a FY18 Budget, but also conduct a 2nd Amendment to the FY17 Budget.

1. Instituted a Hiring, Travel/Training and Spending freeze unless approved by the Interim DCM/Finance Director or City Manager.
2. Completed deep-dive into the FY 17 1st Amendment budget and preparation of a new one that is realistic and incorporates budget to actuals.
3. Spending freeze for February 2017, unless emergency, due to lack of controls, and low cash month.
4. Mandatory requisition to accompany every invoice after February 1, 2017.
5. Reduction and analysis on p-card and t-card holders. Reduced from 274 cards held by 192 people to 137 cards and 100 people. We will continue to decrease this number.
6. Fleet analysis to determine the number of vehicles in fleet, what can be surplus, reconcile what is insured, etc.
7. Engaged OpenGov to finish a Transparency website (initiated in summer 2015) and procured their budget builder system to eliminate the excel spreadsheets and version control challenges.
8. Conducted a training for all departments on the use of OpenGov.
9. Received a 4-day a week analyst from the Governor's Office to assist with analytics.
10. Instituted a formal revenue assumption process whereby the City Assessor, Treasurer, and Commissioner of Revenue have to develop and sign off on their assumptions to be incorporated into the budget.
11. Developing a tax/fee compendium to cover all the tax & fee rates in the City and help guide opportunities.
12. Developing formal financial and debt policies to be incorporated as part of the budget proposal.
13. Hired an additional consultant to help develop the budget document.

Actions to Address Debt

On Day 2, RBG met with the Governor's Office and VRA to discuss debt and a path forward. At that meeting, it was determined that the City needed to go through the task of deferring projects that were part of the outstanding VRA funding (bonds 2013, 2014, 2015-Utilities). Also, a plan needed to be developed to restructure outstanding debt to reduce debt service costs in the near term and from VRA's perspective, eliminating Petersburg's risk in the pool.

1. Deferred ~\$7.2M in capital projects funded through VRA funds. Identified \$900K additional capital needs and diverted a portion of the deferred projects for this.
2. Settled lawsuit with SCWMA by using the capitalized interest to help pay a large portion of outstanding payable.
3. Identified \$900K additional capital needs and diverted a portion of the deferred projects for this.
4. Drafted a Fact Sheet for the RAN available at <http://www.petersburg-va.org/index.aspx?NID=849>.
5. Working to refinance existing debt and issue new money/RAN:
 - a. Meet with Standard & Poor's and invite them to Petersburg.
 - b. Ask VRA for their administrative approval to refund Non-VRA debt or Non-VRA Debt + 2014 bonds.
6. Pursue the use of Non-VRA funds to help with the utility that incorporates the \$5.3M in unused funds.

Key City Activities

- **Balanced the FY17 Budget for the first time since 2009**
- **Plan to Restore the 10% Pay Cut in FY17**
- **Addressing \$18.8M in Outstanding Obligations**
 - The City took action to reduce the FY16 outstanding obligations of \$18.8M to \$5.8M
- **DSS State Reimbursement**
 - \$625K returned to the City's Department of Social Services
- **Settled SCWA Lawsuit**
 - \$1.3M settlement with South Central Wastewater Authority
- **Positioned the City to secure \$6.5 Revenue Anticipation Note (RAN)**
- **Developed and Gained Acceptance for Long Term Strategy for Financing**

Key City Activities

- **Identified 70+ Surplus Physical Assets for Auction (e.g., unused police and fire vehicles)**
- **Conducted a Real Estate Showcase to streamline sale of eligible city owned real estate properties**
- **Contracted an Executive Search firm to find permanent City Manager, Deputy City Manager, Police Chief, Fire Chief by June 30th**
- **Forensic Audit**
 - Purchase Cards
 - Commissioner of Revenue Office
 - Office of the Treasurer
 - Special Funds
 - Enterprise Funds
 - Surplus Vehicles
- **Implemented OpenGov, CityWorks and negotiated a free website redesign with current vendor Civic Plus**
- **Spending Freeze Except for Emergency**
- **Sale of Petersburg Generals baseball team for \$100K**
- **Creating Standing Committees with City Council to tackle key issues**

Fixing the Finance Department

What We Did:

- **Froze non-emergency expenditures, hiring, work travel and training**
 - Instituted a new process where all purchases require requisitions and purchase orders and must go through the Director of Finance
 - Cut Purchase Cards and Employee Cell Phones by 51%
- **Created Monthly Reporting Process for**
 - Budget to Actuals for each Department and each Fund
 - Monthly Cash Flow

Fixing the Finance Department

What We Did:

- **Expenditure challenges we are working through now to ensure balanced budget**
 - We are still working on payments that should have been paid in FY16
- **Revenue challenges**
 - If revenues perform based on budget, FY17 should stay balanced
 - ***Note: Personal property tax collections do not appear to be trending on budget – reduced revenue projection by \$1.3M (only 54% collection rate for first installment)***

Budget Events Calendar

Date	Event
March 27	City Manager Proposed Budget to Council
March 27-April 28	Council Work Sessions on Budget
March 27	General Fund Revenues
March 29	Debt/Budget Policies; Capital Budget; Utilities
April 10	Police, Fire and Emergency Communications
April 12	Social Services Agencies; Health Department; Personnel/Benefits
April 24	Schools Operating & Capital
May 2	Public Hearing on the FY 18 Budget
May 8	Leisure and Cultural Affairs; Planning, Economic Development & Code
May 12	City Council submits recommendations to City Manager
May 16	City Council to discuss changes to the budget
June 6	City Council Meeting to Adopt/Appropriate FY 18 Budget
June	Landbook Finalized
September	FY 18 Landbook Produced/Published
October 17	Public Hearing on the Proposed Tax Rate Adjustment due to Reassessment

The City Council's Process to Hire the City Manager

- **City Manager:**
 - **May 3rd:** Provide the semi-finalist materials to the City
 - **May 22nd:** One-on-one, group interviews and full City Council Interviews and decision
 - **June 10th:** City Council will conduct its second round of interviews with the finalists and make an offer
 - **Post Selection:** conduct background investigations of the selected candidate and negotiate the employment agreement with the final candidate
 - **July (TBD):** Start Date for the New City Manager

**The City Council – not The Robert Bobb Group
– is hiring the new City Manager.**

Decision Made on the New Finance Director

- **Finance Director:**
 - A decision has been made and we are negotiating with the finalist
 - **July (TBD): Start Date for the New Finance Director**

Decision Made on the New Police Chief

- **Police Chief:**
 - We are conducting a background check and negotiating with the finalist for the new Police Chief
 - July (TBD): Start Date for the Police Chief

Update on the Forensic Audits

- **The Forensic Audit team is led by a former FBI agent and includes the following scope:**
 - **Commissioner of Revenue Office**
 - **Office of the Treasurer**
 - **Special Funds**
 - **Enterprise Funds**
 - **Surplus Vehicles**
 - **Perpetual Care Fund**
 - **Purchase Cards**
 - **Johnson Controls Contract**

Pump Stations have been Poorly Maintained and are subject to Failure



City of Petersburg Water Pump Station



Industry Standard (Waste Water)

Utility Systems and Pipelines have been Neglected for Years

Type of Infrastructure	Total Cost	Petersburg Share
ARWA Lake Chesdin Dam Raise	\$23.5 million	\$3.9 million
SCWWA <ul style="list-style-type: none"> • Aging infrastructure • Wet Weather Improvement • Denitrification 	<ul style="list-style-type: none"> • \$20.3 million • \$17.3 million • \$40.4 million 	<ul style="list-style-type: none"> • \$10.9 million • \$ 9.3 million • \$21.8 million
Petersburg Infrastructure	\$51.3 million	\$51.3 million
Total	\$152.8 million	\$97.2 million

<http://www.petersburg-va.org/index.aspx?NID=562>

Utilities Department - there is a Lot to Fix!

- Processes for Meter Reading and Billing
- Systems for Data Transmission
- Technology for Meters and Billing
- Ensuring Meters are Reliable and Working
- Ensuring Pipe Leaks are Addressed
- Ensuring Pumps are Working Properly

The City faces a rate increase as a result of these fixes.

Target State

Where We Are Going

Actions for Long Term Stability

1. Identify and address **City Administration resource gaps**, especially critical hire positions
2. Provide **recommendations for upgraded technologies**, policies and procedures to manage cash more efficiently
3. Develop the **blueprint for a sustainable financial operating platform** that mitigates Petersburg's risk for future financial risk
4. According to the recent Moody's research report on the City, Petersburg needs to **hire a stable and experienced management team** that can maintain repeatable and transparent financial processes and controls.
5. RBG is only interim management but is putting in place the permanent team and the foundation for financial policies, procedures and processes.

Target State – Key Items We Will Leave Behind

- 1. Nationally Recruited team of professionals** to continue the transformation we have begun
- 2. Structurally Balanced Budget** in which the Revenues and Expenditures have been signed off by the responsible team leaders
- 3. A Culture of Accountability in the Finance Department** that reviews and reports on the budget monthly, making reconciliations as needed, and alerting City leaders of issues as early and as often as possible.

Target State – Key Items We Will Leave Behind

4. **We appear to the credit markets and the credit agencies as a City with strong, competent management** and a robust balance sheet
5. **Seamless transition** to powerful group of leaders
6. **Critical technologies** that will simplify financial reporting such as OpenGov, CityWorks, technologies for revenue collections

Council Authority & Oversight over Financial Policies

- City Council has approved financial policies
- Seeking Council approval for how City Manager can manage money within the City Government
- This action represents a weakness in the City Charter – it should be spelled out in the Charter
- We are increasing Council's authority

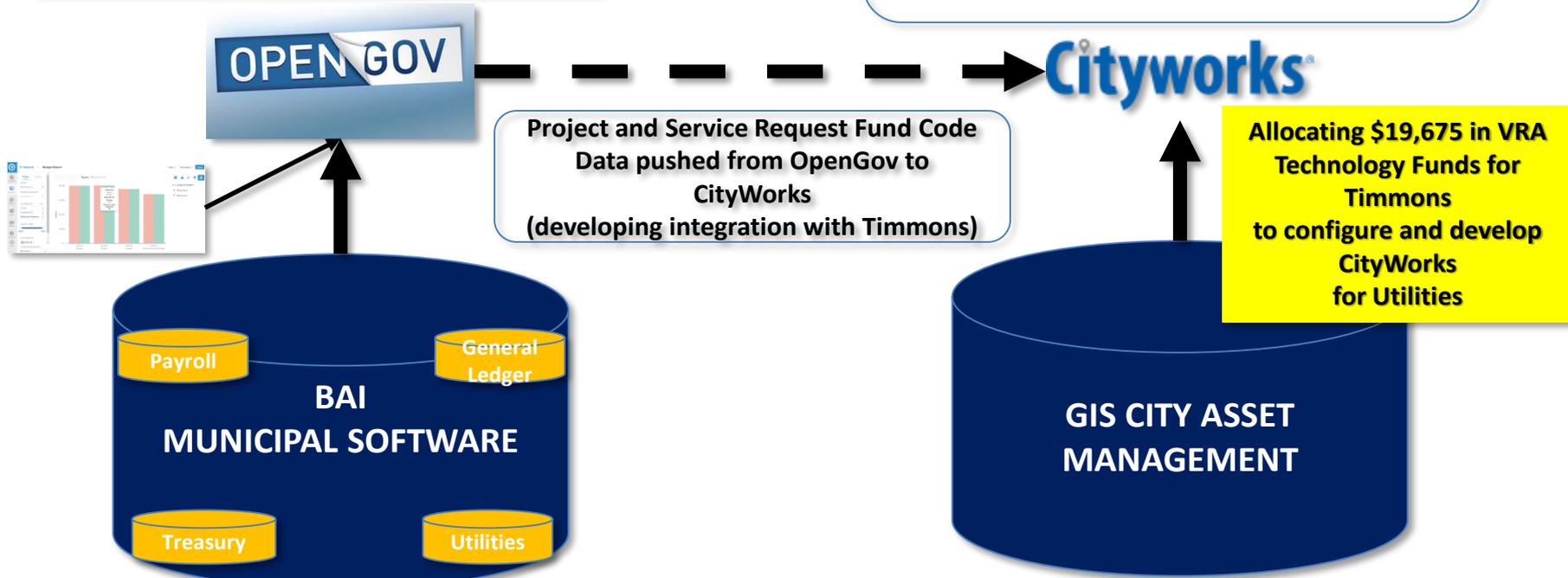
Deep Dive Session on CAFR

We are scheduling a Deep Dive Session on the CAFR with the City Council and the Auditors

Technology Architecture – Key Systems

OpenGov provides financial data reporting based on the Chart of Accounts generated in BAI. The City is building its FY18 Budget in OpenGov. It was purchased by the City in 2015.

Cityworks manages public works service request tickets. It was purchased in 2015 to utilize the City's GIS investment built by Timmons since 2014. The scope includes Facilities, Engineering, Utilities & Street.



BAI is the financial system of record for the City and manages all City financial data and reporting. It includes the General Ledger, Payroll, Treasury, Utilities. Bright.net is a BAI web interface employees can use to access paystubs and general financial information.

The City invested in GIS buildout by Timmons since 2014. The GIS system is a valuable data repository that can be used by Facilities, Utilities & Engineering. It can also be used to map Police and Fire incident data.

Transparency

- RBG has produced 21 reports with over 1,050+ pages of information for City Council available on the City's website:
<http://www.petersburgva.gov/index.aspx?NID=846>
- RBG established a public data warehouse for the Utilities System available here:
<http://www.petersburg-va.org/index.aspx?NID=562>
- Proposed Budgets for FY 2018 and the Amended FY 2017 are available here:
<http://www.petersburgva.gov/index.aspx?NID=359>
- OpenGov Financial Reporting is available to the public here:
<http://www.petersburgva.gov/index.aspx?NID=853>