



CITY OF NEW ORLEANS

ReqtoCheckSTAT

Reporting Period: February 28th 2013

Context

In order to deliver critical services for its citizens—such as constructing roads, rehabilitating homes, or picking up trash—the City often engages with private companies with specialized expertise. Because these and other services are so critical, Mayor Landrieu has made it a priority for vendors to be selected fairly, for contracts to be negotiated expeditiously and in the best interests of New Orleanians, and for vendors to be paid in a timely manner.

What is ReqtoCheckStat?

In order to improve the performance, accountability, and transparency of the City's contracting system, Mayor Landrieu asked the Office of Performance and Accountability to design a performance management program for the entire process of contracting out services—from the requisition of budgeted funds to the issuance of check for services rendered. The result is ReqtoCheckStat, a performance management system where key City officials review data to assess how the City is meeting its goals and to hold departments accountable for their results. ReqtoCheckStat, which takes place monthly, are working meetings, intended to provoke constructive dialogue on what is working, what is not, and what the City needs to do to improve.

Can I participate?

These meetings are open to the public. Members of the public are invited to submit questions, which will be addressed by City officials.

ReqtoCheck: 2013 Performance Plan

Citywide Result Area: Open and Effective Government

Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

Objective: Exercise effective management and accountability for the City's physical resources

Strategy: Manage vendor relationships and provide oversight of City contracts

Key Outcome Measure: Average number of respondents to bids and RFPs

Key Performance Indicators	2013 Target
Average number of days to approve requisitions for the purchase of goods or services by the budget office.	2
Percentage of bids/rfps with 3 or more proposals	70%
Percent of contracts drafted and reviewed by the Law Department and signed by the City Attorney in 30 days or less	80%
Percent of invoices paid within 30 days for bonds, 45 days for revolver funds, and 60 days for DCDBG funds by Capital Projects	80%
Percent of Capital/Grants Fund invoices processed within 7 business days of being received by Accounts Payable	90%
Percent of General Fund invoices processed within 7 business days of being received by Accounts Payable	70%

Citywide Result Area: Economic Development

Goal: Spur the growth of a diverse, inclusive economy that creates good-paying jobs and provides equal access to economic prosperity.

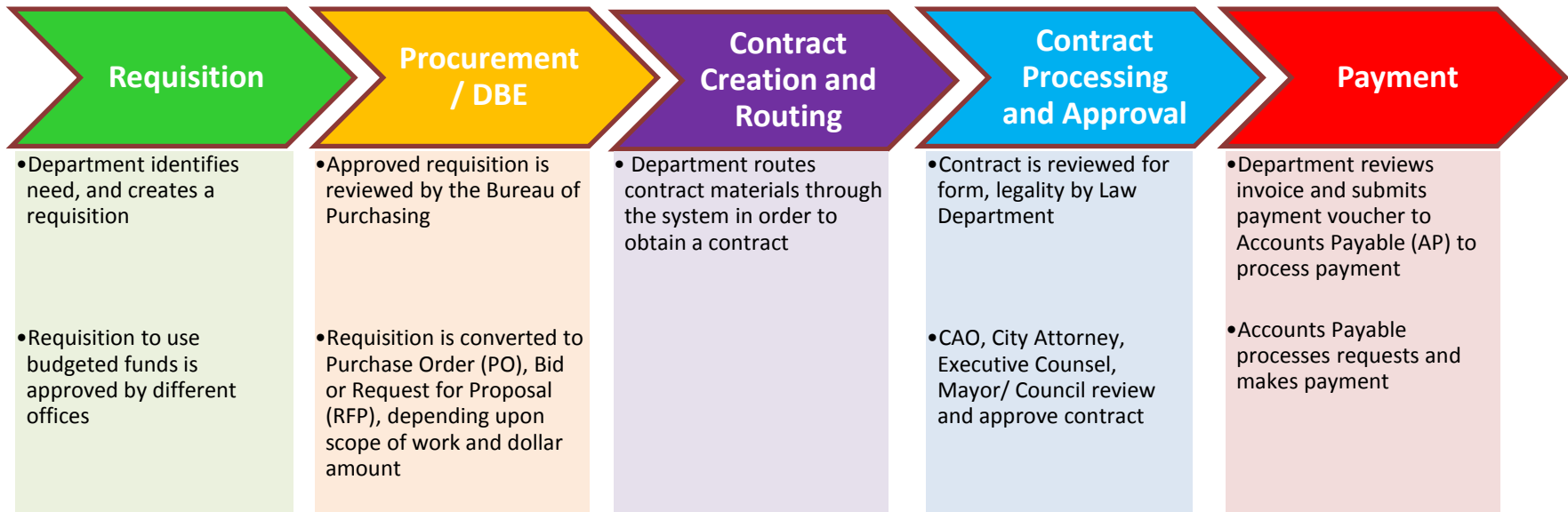
Objective: Promote business growth and job creation

Strategy: Promote an environment of equal opportunity for a diverse supplier pool

Key Outcome Measure: Job growth (metro)

Key Performance Indicators	2013 Target
Percent of city contract value awarded to Disadvantaged Business Enterprises (Supplier Diversity)	35%

Procurement Process Overview*



*See a more detailed process map on slide 36

Procurement and Contracting Related IT Systems : February Systems Availability

Feb-13	
System	% Days Available
BuySpeed ** &*** GF and Agency (Procurement/Bids/Payments)	95%
ECMS * Contract Routing	95%
AFIN Capital and Grants (Procurement/Bids/Payments)	100%
Great Plains GF and Agency (Payments)	95%

96% - 100%

90% - 95%

0 - 89%

Availability Affected by Other System

% Day system availability was calculated as the total number of days the system did not suffer any downtime by the total number of working days in February

Action Items *

Responsible Party	Area	Action Item	Status	Detailed Status
Allen Square	ITI	Update regarding check information that is currently not being exchanged between BuySpeed and Great Plains	In Process	Periscope has asked us to sync the test database with a modified version of our production database. Once complete, they will test a solution they have developed in that test environment. We are in the process of syncing the test environment to their specifications.
Allen Square	ITI	Update regarding email notification from ECMS. Email is not reaching users in a timely manner	In Process	This is mostly caused by sending email with large attachments that exceed our email size limitations. ITI manually clears the large email when notified of the problem, but the solution lies in transforming City-wide practices from attaching information in messages to instead using a link to the information. It is ITI's understanding that Purchasing has adopted the new practice. ITI is now working to develop training to move everyone to this practice.
Allen Square	ITI	Update on new bid electronic information not reaching potential vendors	In Process	This problem is the same as the above problem regarding notifications in ECMS.



Requisition

Procurement
/ DBE

Contract
Creation and
Routing

Contract
Processing
and Approval

Payment

Requisition Approval

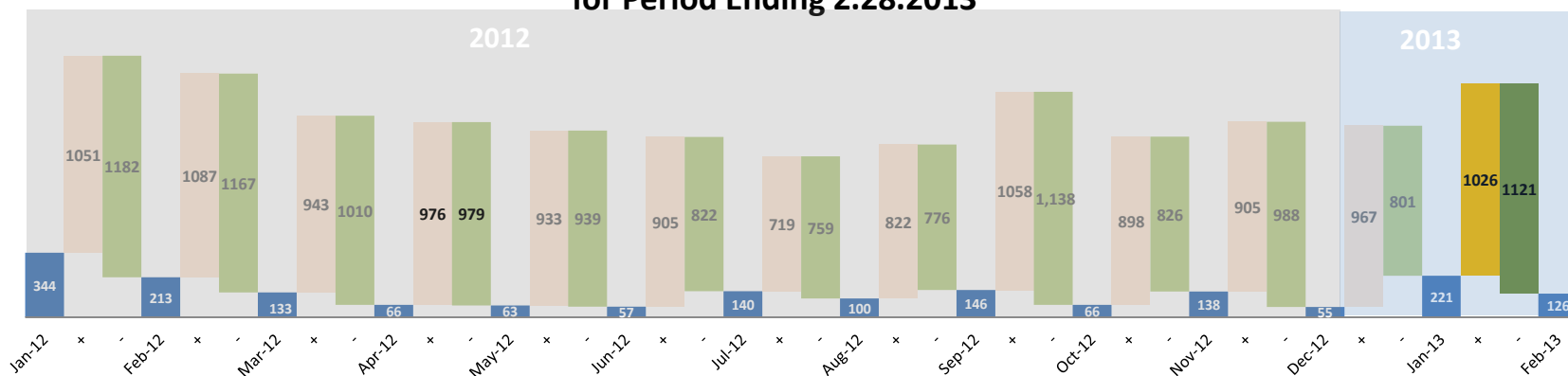
- Requisition Approved and Processed per Period
- Requisition Approval Queue by Approval Level
- Approval Time of Requisitions

Action Items *

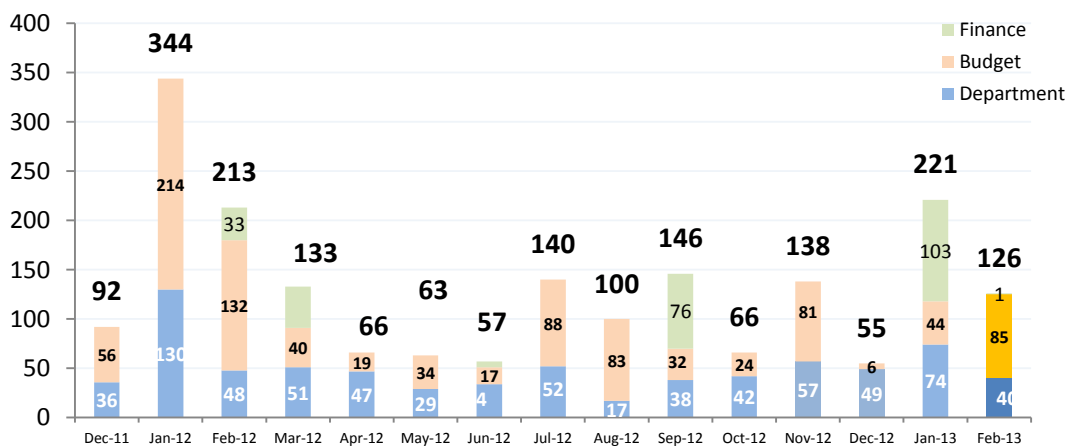
Responsible Parties	Area	Action Item	Status	Detailed Status
Andrew Kopplin and Brian Firstley	Requisitions	Initialize review of services provided by the Budget Office to introduce service level agreements (SLAs) a. Type of services provided b. Expected time to complete or follow up with departments	In Process	Definitation of SLAs still outstanding. Meeting to be scheduled by the CAO.
Brian Firstley	Requisitions	Draft process / protocol to add org codes / users to systems (Brian + Task Force) a. What do departments need? b. Who do they need to reach out?	In Process	Budget provided draft to OPA. OPA provided feedback to Budget. Feedback is being incorporated in the draft by OPA. OPA is currently reviewing the draft and will provide to finance and ITI for their feedback.

Approval Queue Decreased to 126 Requisitions as of 2.28.2013

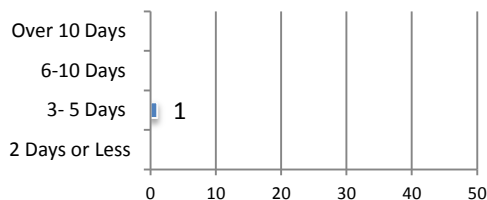
Requisition Approval Queue General Fund
for Period Ending 2.28.2013



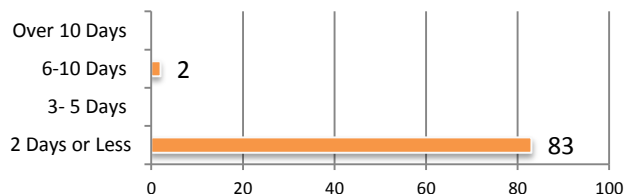
Requisitions in Q to be Approved



Age of Requisitions in Q Finance Office



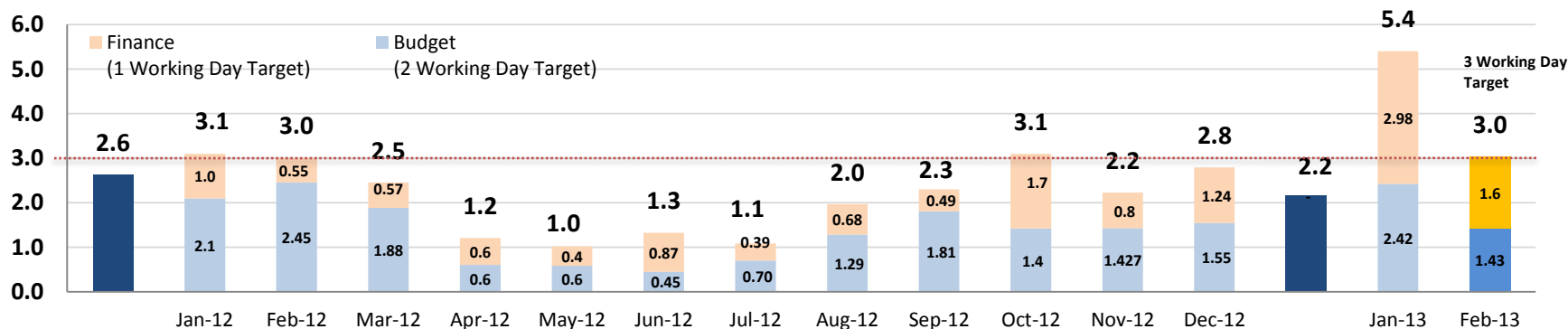
Age of Requisitions in Q Budget Office



Source : City of New Orleans Procurement System 2.28.2012

Number of Days to Approve Requisitions on Target

Average Number of Days to Approve Requisitions by Reporting Period (Budget Office and Department of Finance)



Requisition Approval Distribution by Year

Budget Approval				
Days to Approve	2011(*)	2012	Jan-13	Feb-13
2 or less	70.6%	81.3%	64%	75%
3 Days	4.7%	5.6%	7%	10%
4-5 Days	8.2%	7.2%	9%	10%
6-10 Days	10.4%	4.6%	17%	3%
11-15 Days	4.4%	1.1%	3%	1%
Over 15 Days	1.7%	0.2%		1%

Finance Approval				
Days to Approve	2011(*)	2012	Jan-13	Feb-13
2 or less	98.0%	90.4%	66%	83%
3 Days	1.1%	5.2%	9%	3%
4-5 Days	1.0%	2.9%	2%	7%
6-10 Days		1.4%	13%	1%
11-15 Days			10%	3%
Over 15 Days				3%

* 2011 information only available since May, 2011

Source : City of New Orleans Procurement System 1.31.2013

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/ DBE

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Creation and
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Contract
Processing
and Approval

Payment

Requisition to Procurement

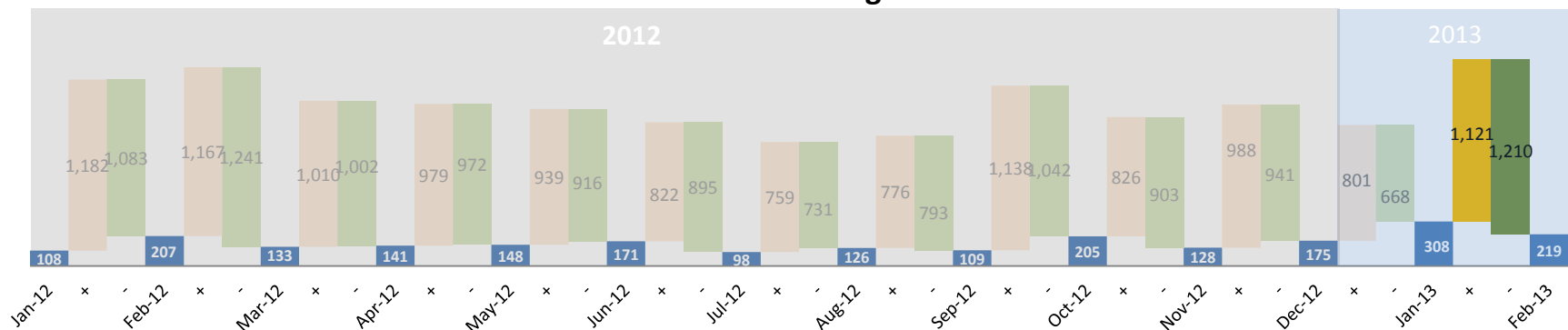
- Processing of Requisition by Bureau of Purchasing
- Status of Requisitions Awaiting Buyer Response
- Time to Convert Requisition to PO
- Status of Requests for Proposals
- Status of Bids
- DBE Information

Action Items *

Responsible Parties	Area	Action Item	Status	Detailed Status
Arkebia Matthews	DBE	Introduce RFQ and RFP information in ReqtoCheck	Closed	Completed
Mary Kay Kleinpeter	Requisitions	Share the report provided by the procurement consultants with the ReqtoCheck group. Schedule an external meeting with Andy to review the recommendations	Open	Open

The Number of Requisitions in Queue Waiting to be Processed by the Bureau of Purchasing Decreased to 219

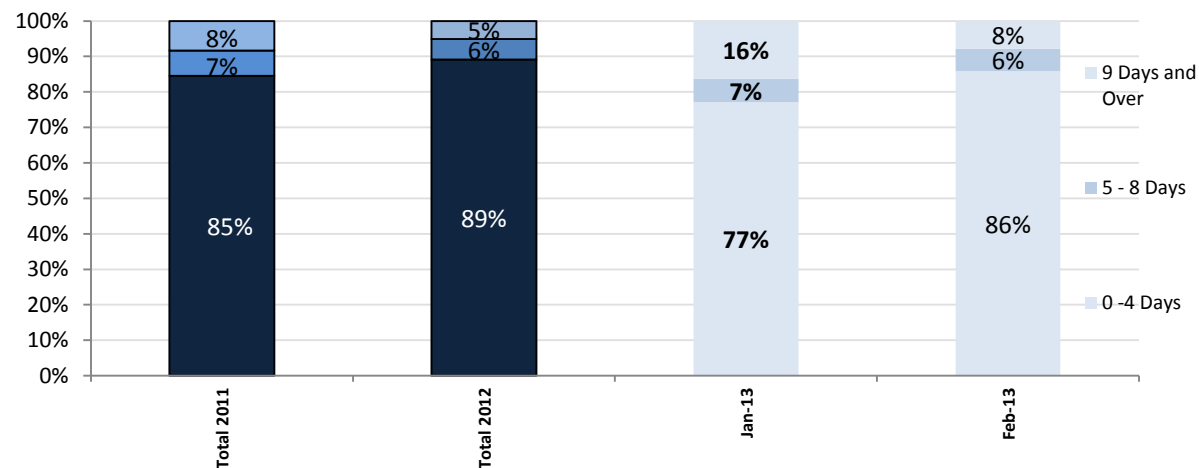
Bureau of Purchasing Requisition Processing General Fund for Period Ending 2.28.2013



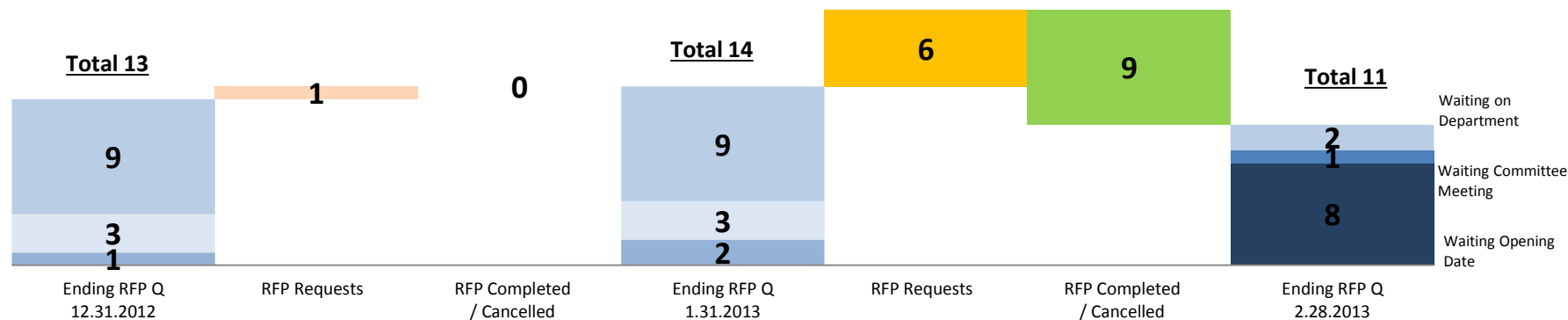
Status of Reqs Awaiting Buyer Processing	
Status	Count
Completed 3.13.2013	40
Need Contract	94
Processing Procurement	39
Waiting for Support	46
Grand Total	219

Waiting for Support	
Status	Count
MAYOR'S OFFICE	13
CITY COUNCIL	8
AVIATION BOARD	7
CAPITAL PROJECTS	6
NORDC	3
SANITATION	2
EMD	1
FINANCE	1
FIRE DEPARTMENT	1
HEALTH	1
PARKS & PARKWAYS	1
POLICE	1
PROPERTY MGMT.	1
Grand Total	46

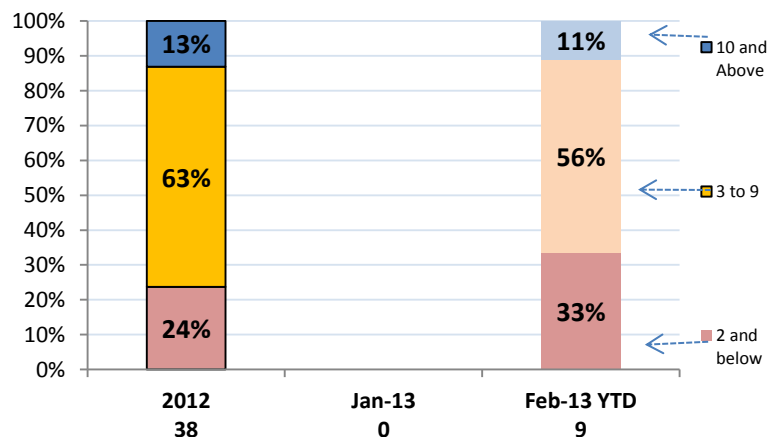
The Bureau of Purchasing Processed Requisitions in Four Days or Less 86% of the Time



The Number of RFPS in Process at 11 as of 2.28.2013



Number of Proposals Received for RFPs Completed YTD 2012 (as of 2.28.2013)



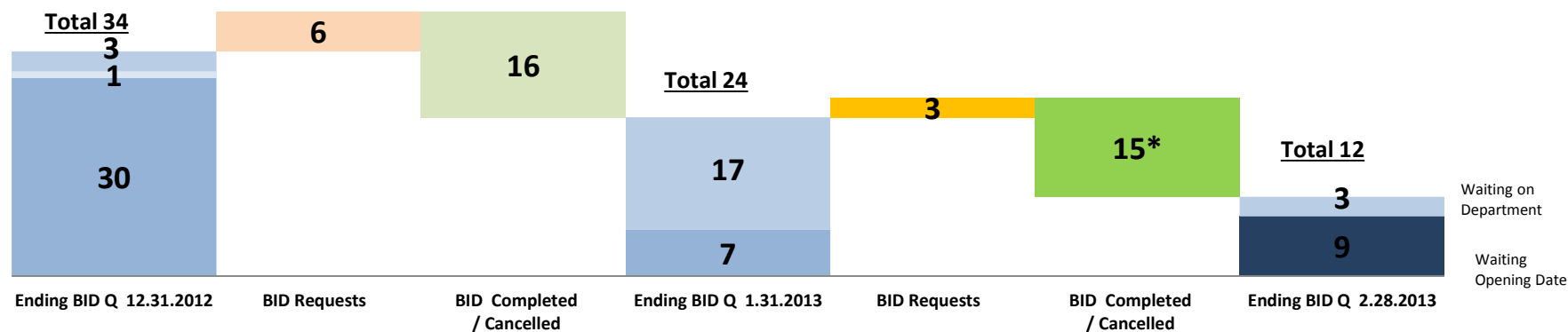
Awaiting Committee Meeting

Department	Brief Description
Police	Survey

Waiting on Support / Response from Departments

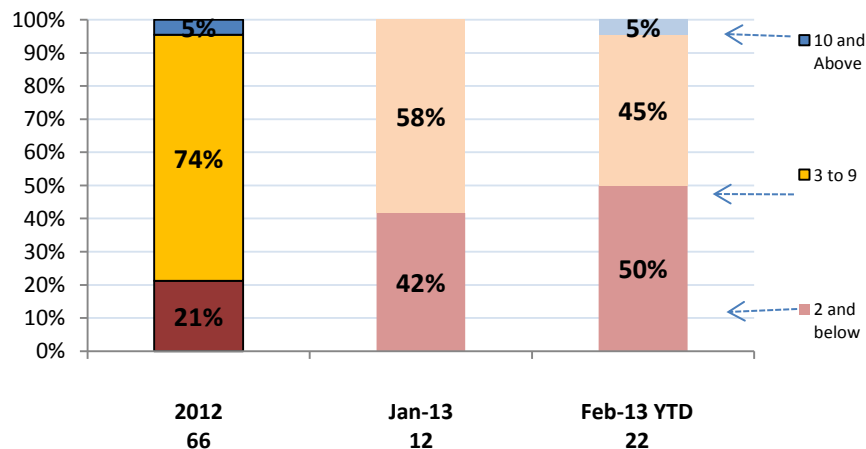
Department	Brief Description	Comment
Neighborhood 1	Online Auction Services N.O. East	Awaiting Decision
Aviation Board	Environmental & Spill Response	Awaiting Decision

The Number of Bids in Process at 12 as of 2.28.2013



* Includes closed and cancelled bids

Number of Proposals Received for Bids Completed YTD 2012 (as of 2.28.2013)

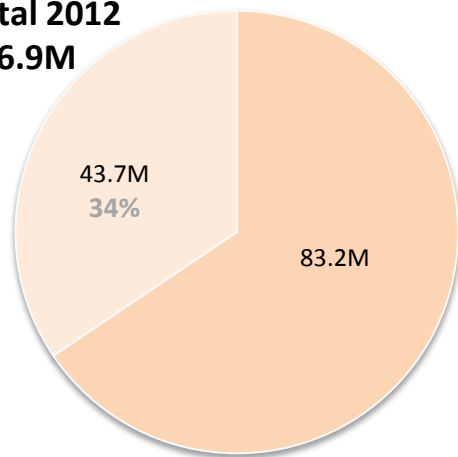


Waiting on Support / Response from Departments		
Department	Brief Description	Comment
Finance	JOC 5	Decision
Finance	JOC 6	Decision
Aviation Board	Limousine Service Spaces Lease	Decision

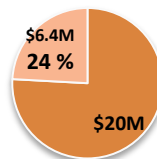
Bids: 2012 and 2013 YTD Percentage of DBE Committed Award Value (Goal 35%)

Data excludes bids for which DBE contracting requirements have been waived

Total 2012
126.9M



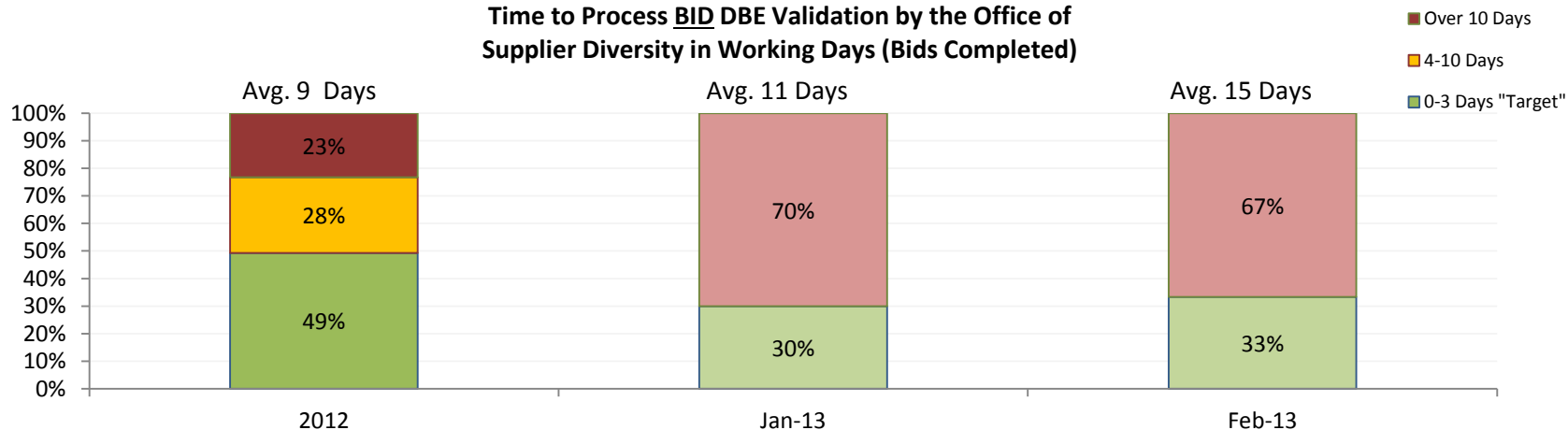
Ytd 2013
\$26.4M



By Department

Feb-13			
Department	Estimated Contract Value	DBE Commitment	DBE Percentage
PIZZA D' ITALIA	\$ 257,000	\$ 95,604	37.2%
POLICE	\$ 706,225	\$ 247,179	35.0%
MAYOR'S OFFICE	\$ 609,975	\$ 208,877	34.2%
CAO-CAPITAL PROJECTS	\$ 24,851,199	\$ 5,825,140	23.4%
Grand Total	26,424,399	6,376,800	24%

Time to Process BID DBE Validation by the Office of Supplier Diversity in Working Days (Bids Completed)



Source : Office of Supplier Diversity 3.13.2013

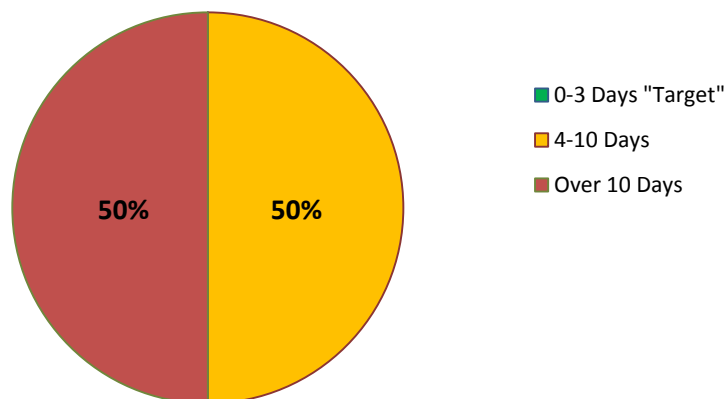
RFP and RFQs: 2012 and 2013 YTD Percentage of DBE Committed Award Value **(Goal 35%)**

Data excludes RFPs and RFQs for which DBE contracting requirements have been waived

Feb-13			
Department	Estimated Contract Value	DBE Commitment	DBE Percentage
PUBLIC WORKS	\$ 2,000,000	\$ 700,000	35.0%
Grand Total	\$ 2,000,000	\$ 700,000	35%

Time to Process RFP and RFQs DBE Validation by the Office of Supplier Diversity in Working (RFPs and RFQs Completed)

Avg.46 Days





Requisition

Procurement /
DBE

Contract Creation
and Routing

Contract
Processing and
Approval

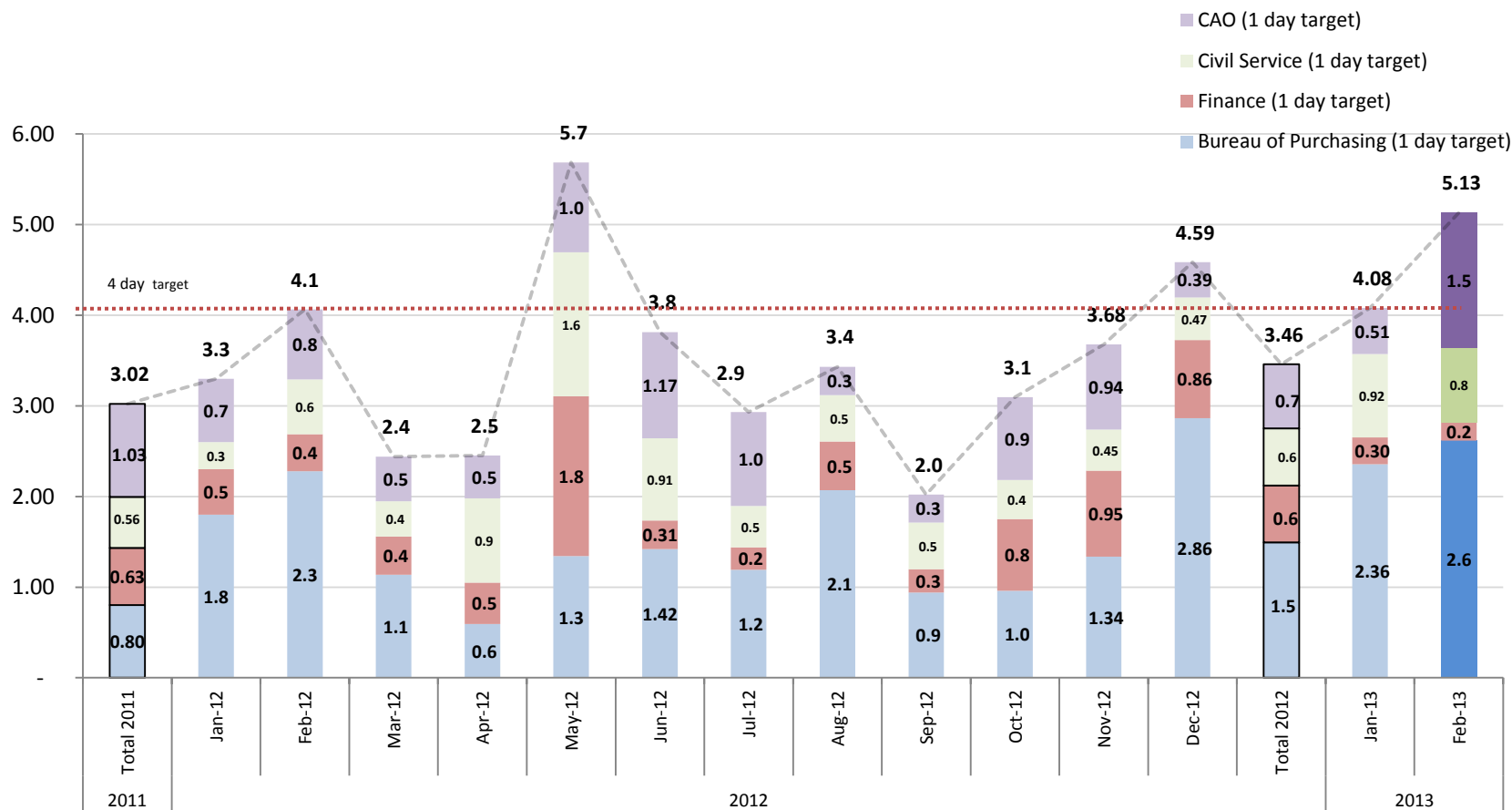
Payment

Contract Package Routing

- Average Contract Routing Time

Average Time to Approve Contracts Meeting Target

Average Approval Time of Contracts by Approval Level in Days (by period)



* 2011 information only available since May, 2011

Source : ECMS 2.28.2013

Contract Approval Process

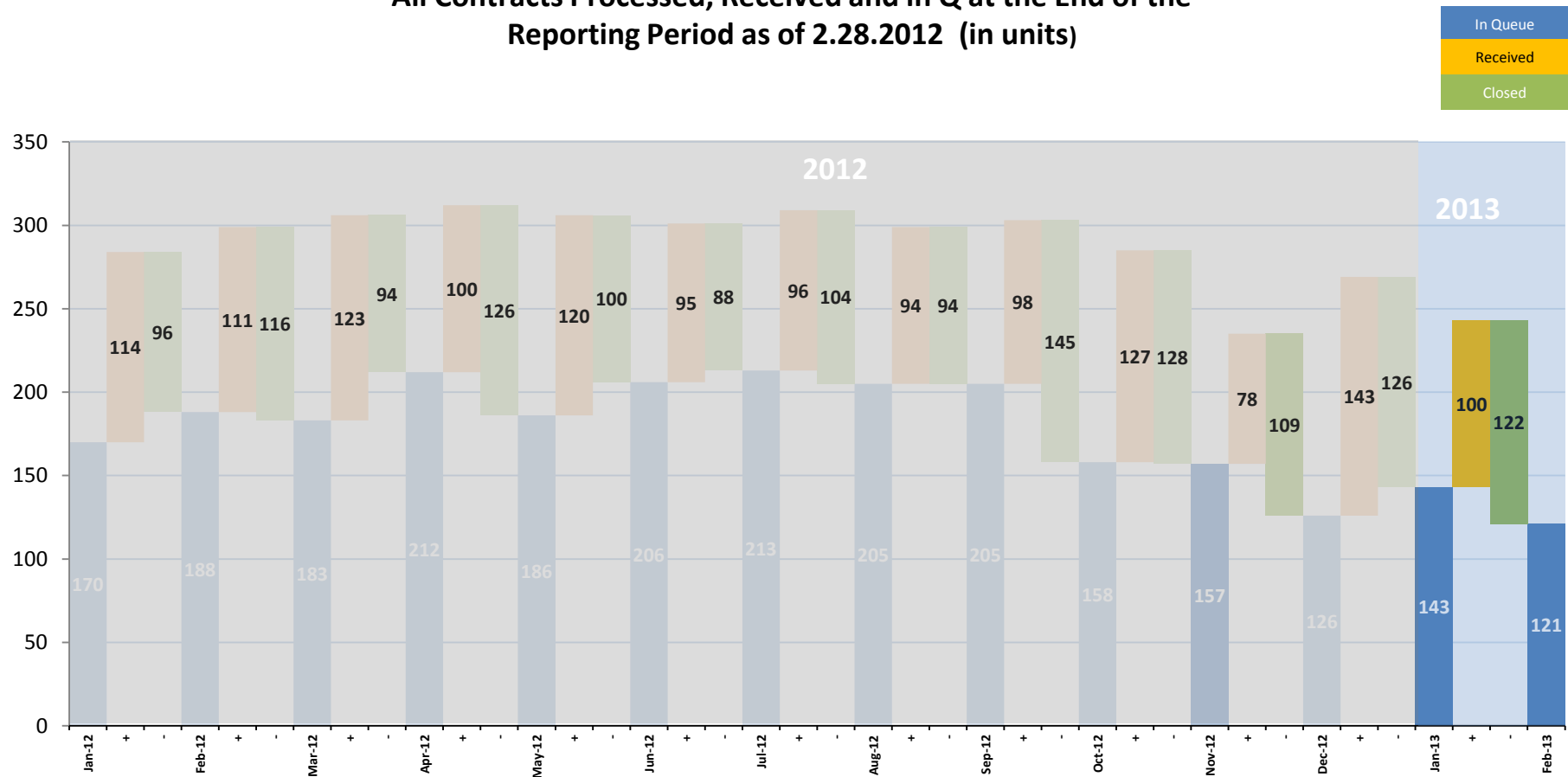
- Contract Processing and Approval

Responsible Parties	Area	Action Item	Status	Detailed Status
Michael McKenna	Contracts	Risk management form update. a. What is the process ?	<u>In Process</u>	Risk management unit is working on a new draft. It will provide a new draft next week.
Mary Kay Kleinpeter	Contracts	Identify group of contracts that can use a PO. Provide a preliminary list during the next meeting.	<u>In Process</u>	A group of contracts has been identified. The ReqtoCheck taskforce will present the proposal to the executive team for review.
Robert Rivers	Contracts	Present the list of contracts draft templates available.	<u>In Process</u>	List has been presented. Open for the Law department to contact departments and notify them about the new templates
Robert Rivers	Contracts	Legal opinion on 8R and conversation with the City Council	Open	Executive team will discuss the issue separately

Contracts: All Contracts Processed, Received and in Queue January 2012 – February 2013

(Legal Review, CAO, Vendor Signature, City Attorney, Executive Council, Mayor/City Council)

All Contracts Processed, Received and in Q at the End of the Reporting Period as of 2.28.2012 (in units)

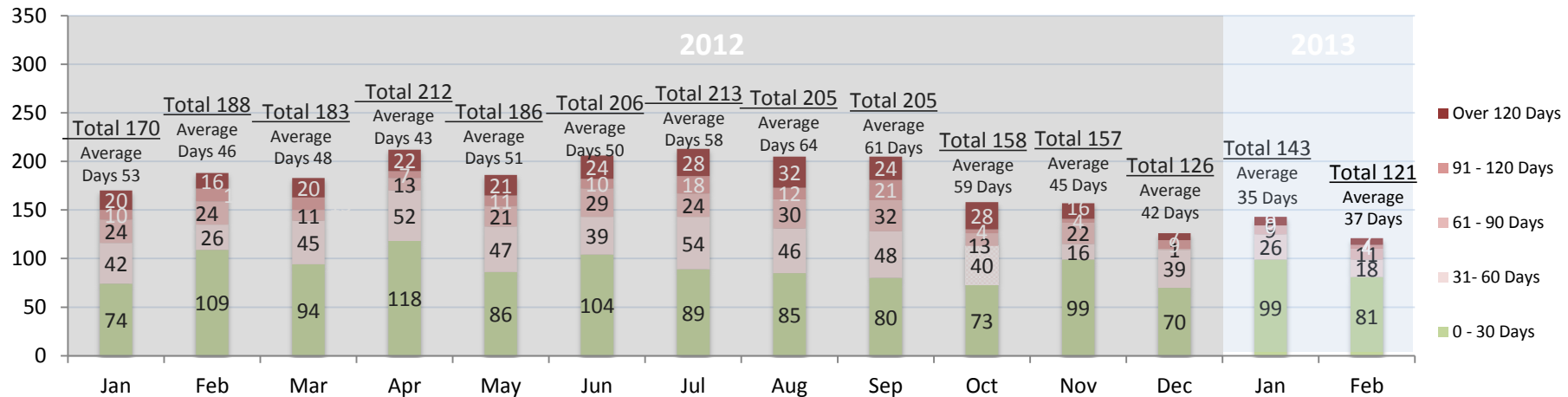


Source : Law Department and ECMS System 2.28.2013

Contracts : All Contracts in Process by Period

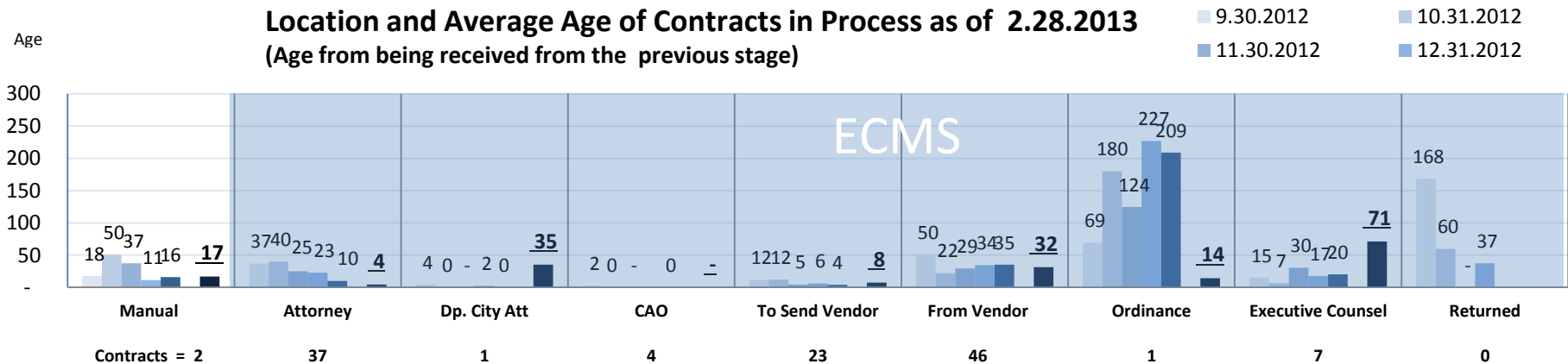
(Legal Review, CAO, City Attorney, Executive Counsel, Mayor/Council Approval)

The Average Age of Contracts Awaiting Processing at 37 Days



Location and Average Age of Contracts in Process as of 2.28.2013

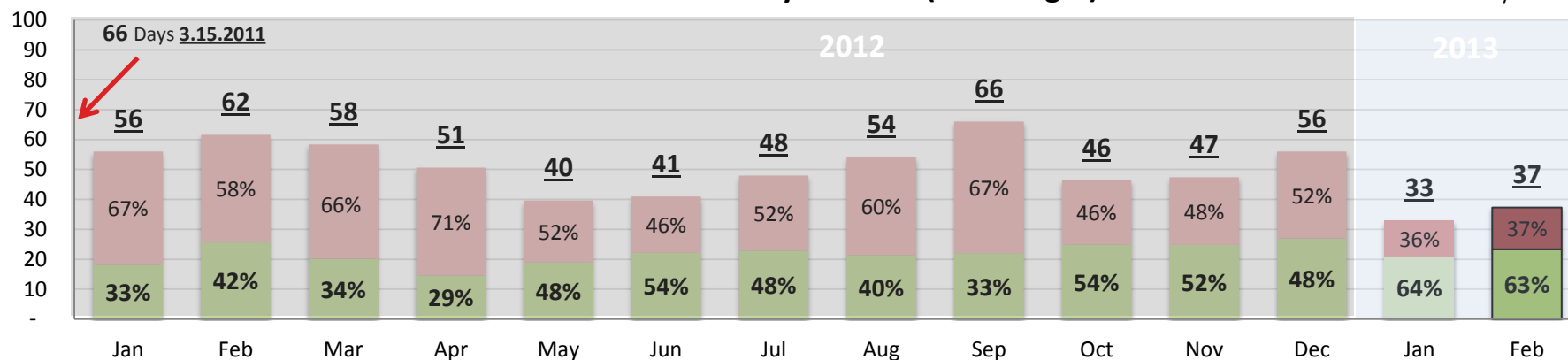
(Age from being received from the previous stage)



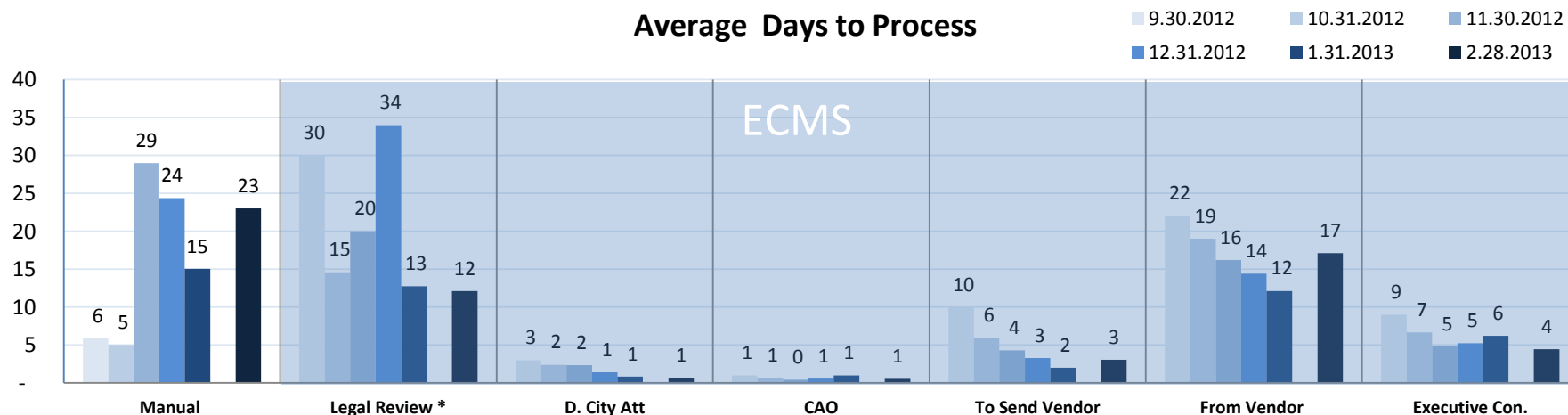
Contracts : All Contracts Executed by Period

(Legal Review, CAO, City Attorney, Executive Counsel, Mayor/Council Approval)

The Average Time to Close Contracts During the Period at 37 Days. 63% of Contracts Were Closed in 30 Days or Less (80% Target)



Average Days to Process



*Attorney time includes all the processing time for contracts that were returned at any stage of the process

Contracts Awaiting Vendor Signature

Department	Average of Age	Count
BLIGHT & REVITALIZATION	144	2
HUMAN SERVICES	83	2
CIVIL SERVICE	65	2
NORD RECREATION DEPARTMENT	53	2
NEW ORLEANS BUILDING CORPORATIO	51	4
FINANCE	51	1
HEALTH DEPARTMENT	44	2
LAW	33	1
MAYOR	30	3
City Council	29	3
CAO	17	1
PUBLIC WORKS	14	8
CAPITAL PROJECT	10	7
NEIGHBORHOOD STABLIZATION	2	3
OFFICE OF CRIMINAL JUSTICE COORDIN.	0	1
POLICE DEPARTMENT	0	1
Homeland Security Grant Approval	0	1
HOMELAND SECURITY	0	1
PROPERTY MANAGEMENT	0	1
Grand Total	32	46

Note: Per policy memorandum 122R, each department/agency is responsible for reaching out to the vendor to obtain their signature after the law department sends the initial notification.

The Check: Accounts Payable

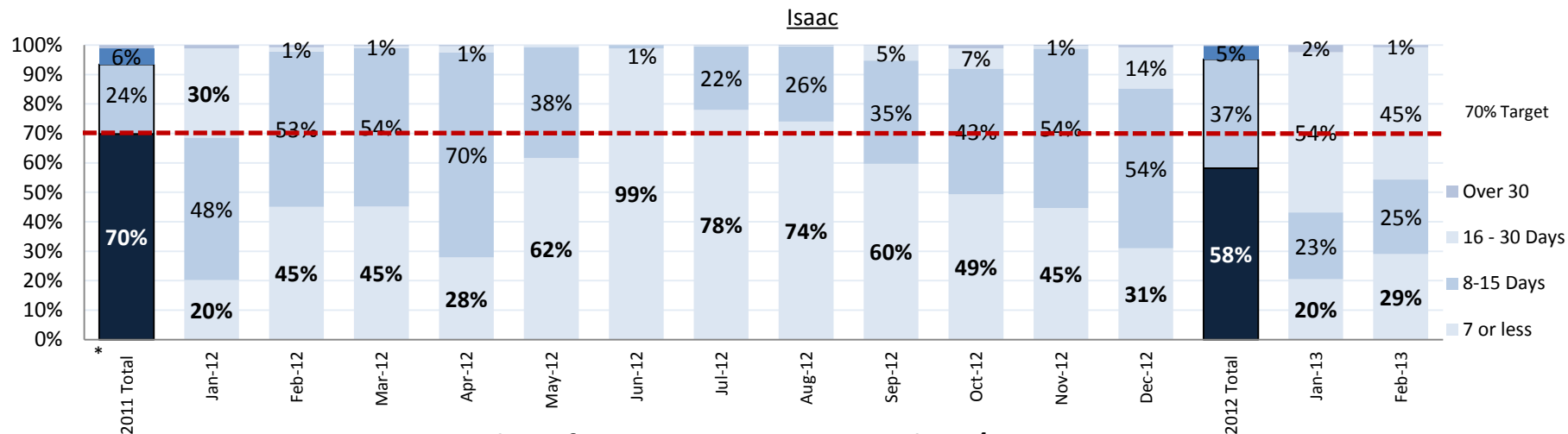
- PO Date and Invoice Date Analysis
- General Fund Payments
 - Processing by Accounts Payable
 - Payment from Invoice Date
- Capital and Grants Expenditure Payments
 - Processing by Accounts Payable
 - Payment from Invoice Date
 - Detail Review (invoices in the pipeline)
 - CDBG Invoice Payments
 - DPW Payments
 - DPW Revolver Payments
 - Capital Projects Payments
 - Capital Projects Revolver Payments

Action Items *

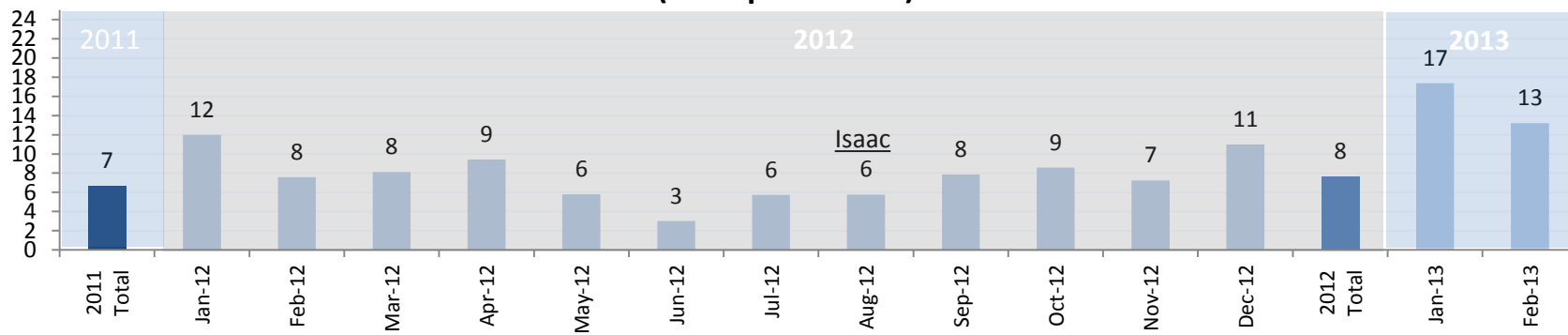
Responsible Parties	Area	Action Item	Status	Detailed Status
Norman Foster and Allen Square	Payment	Look into the potential system integration needs of using pcards to buy goods	Open	Open
Andy Kopplin and Norman Foster	Payment	Discussion about the use of credit cards. Possibility of issuing an additional credit card for unique purchases. If issued, what would be the process departments need	In Process	ADK agreed to secure second credit card for City purchases. Protocol for use of credit card still outstanding.
James Hussert	Payment	Add requisition date to the PO, Invoice date analysis	Closed	Completed
Norman Foster	Payment	Should vendors send invoices to departments or accounts payables. PO information notes to send invoices to A/P, but invoices are being send to departments.	Open	Open

The Percentage of General Fund (and Agency) Payments Processed in 7 Days or Less at 29% as a Result of IT Related Issues During January

Number of Days to Process General Fund Payments by A/P Office

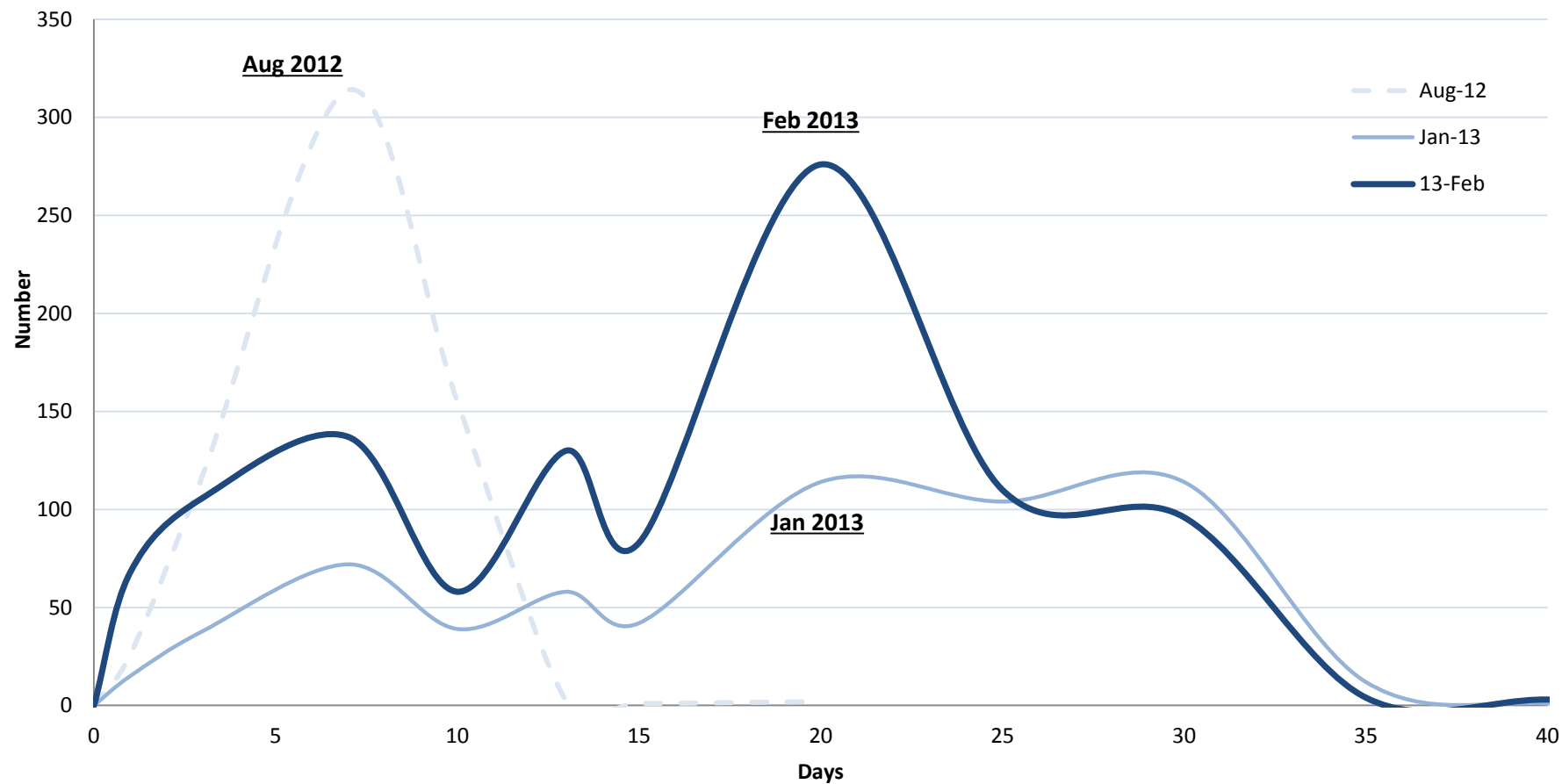


Average Number of Days to Process Invoices by A/P Department (GF Expenditures)



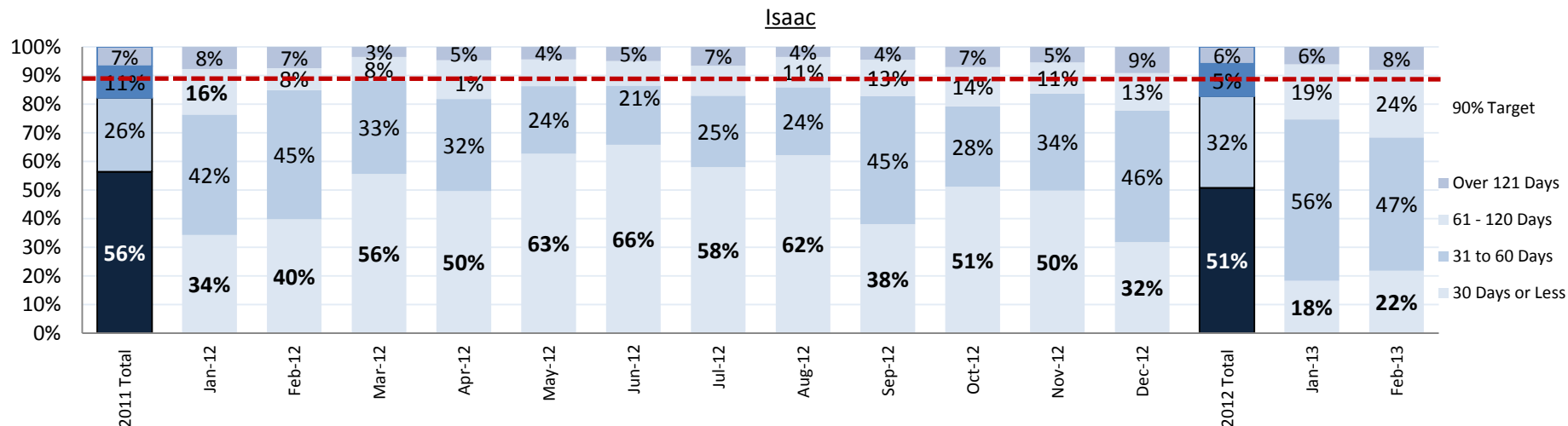
* 2011 information only available since May, 2011

Distribution of Accounts Payable Processing GF Payments

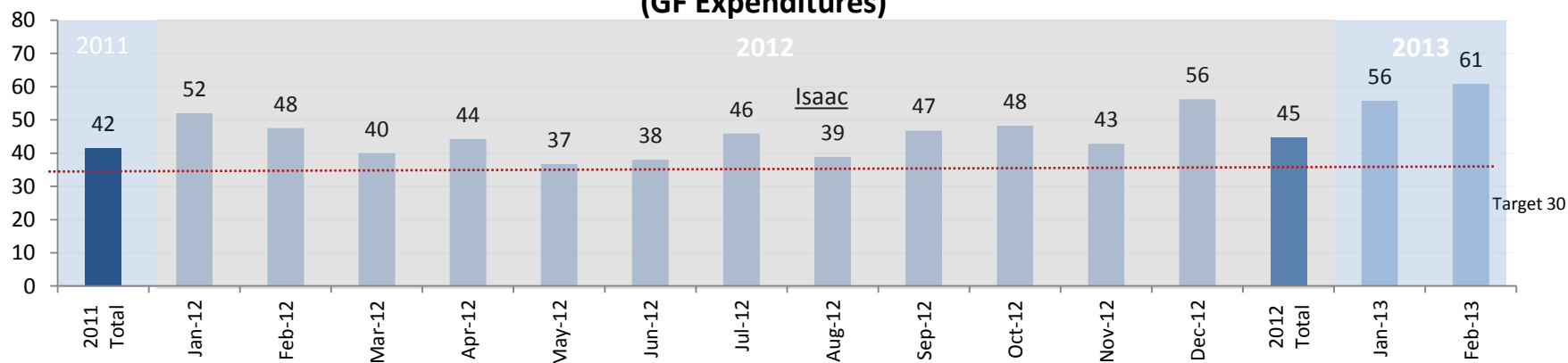


The Percentage of General Fund (and agency) Payments in 30 Days or Less at 22% as a Result of IT Related Issues during January

Number of Days to Pay General Fund and Agency invoices from Invoice Date

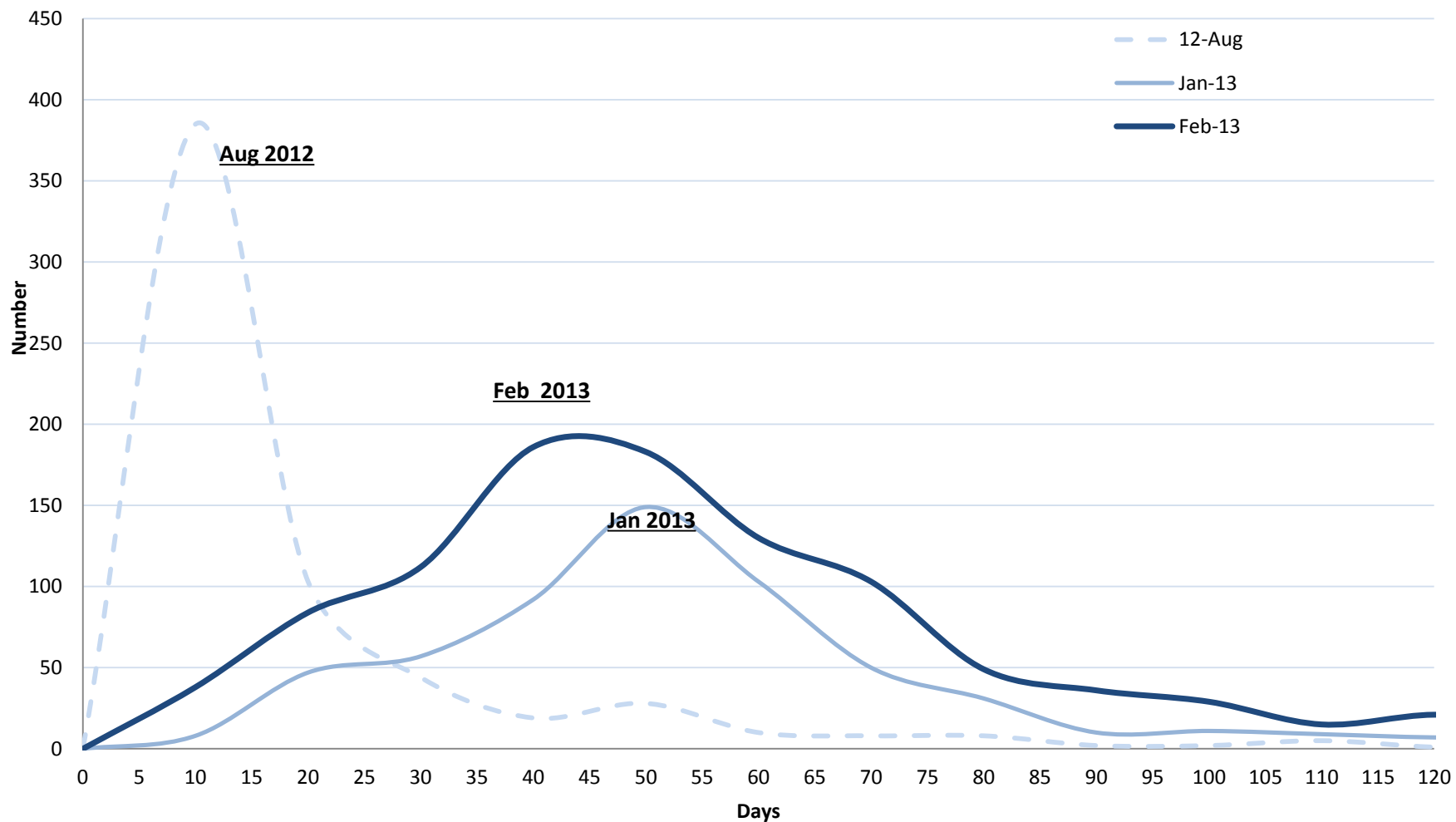


Average Number of Days to Process Invoices by A/P Department (GF Expenditures)



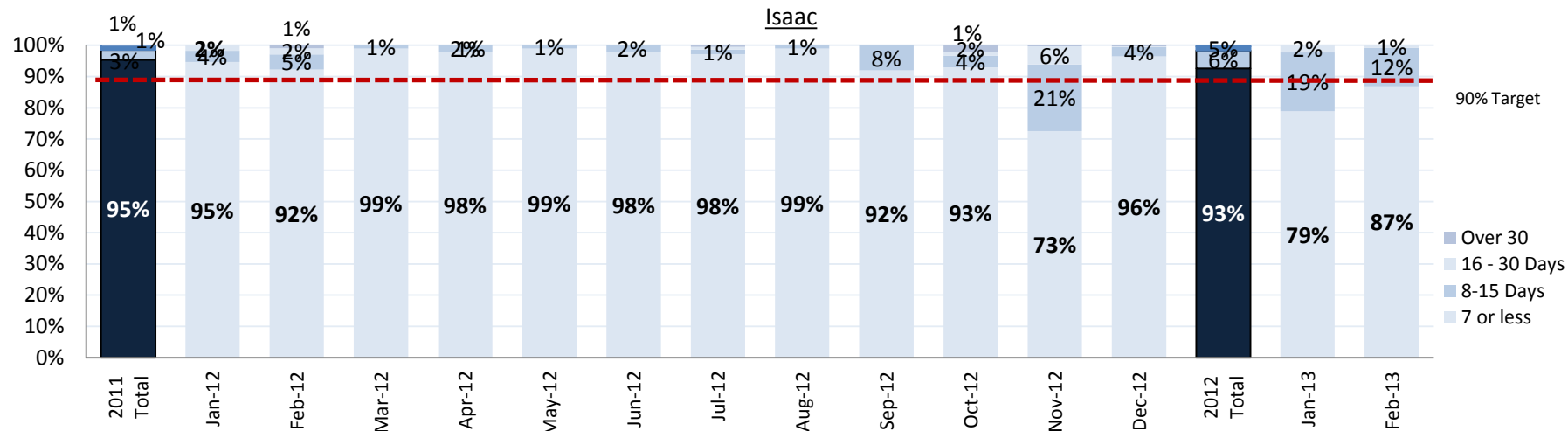
* 2011 information only available since May, 2011

Invoice Date to Check Date Distribution for GF & Agency Payments

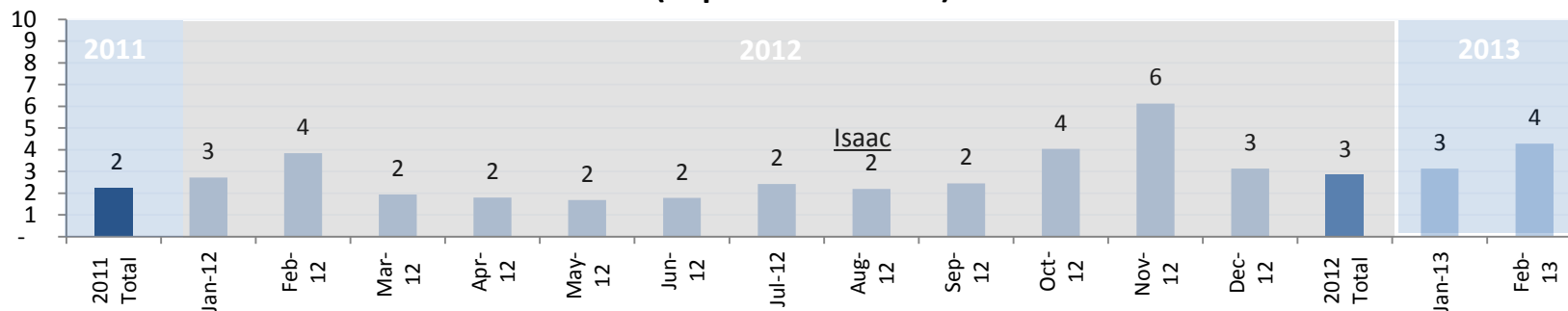


The Percentage of Capital and Grant Payments Processed in 7 Days Increased to 87%

Number of Days to Process Capital and Grant Payments by A/P Office



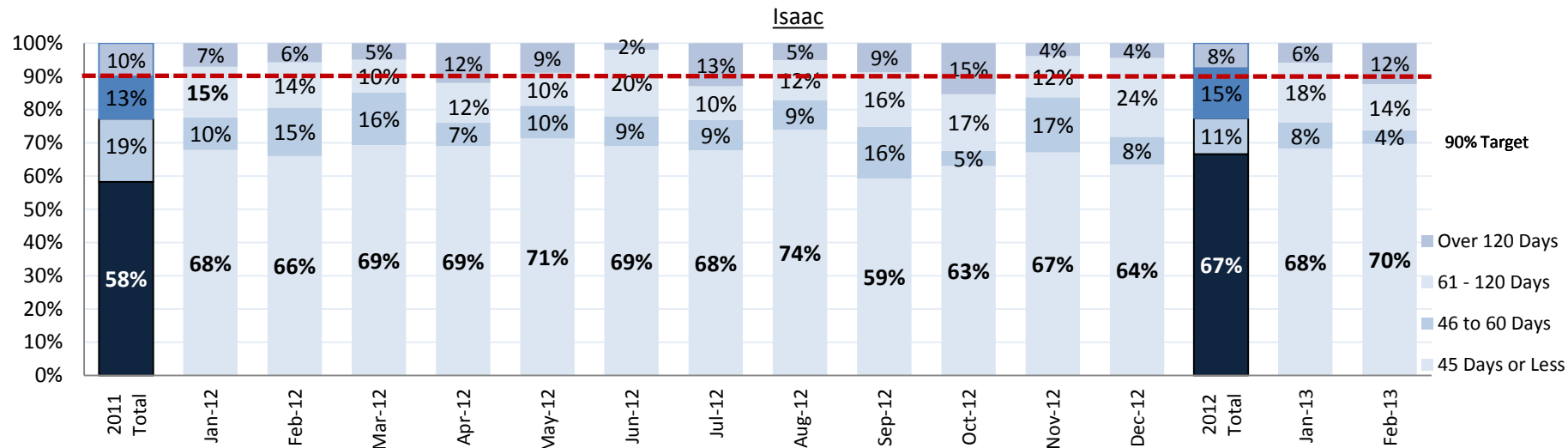
Average Number of Days to Process Invoices by A/P Department (Capital and Grants)



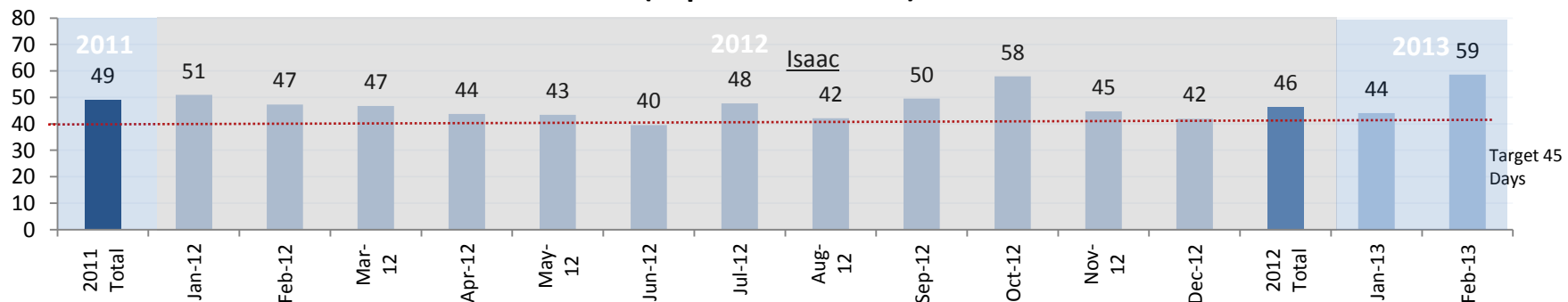
* 2011 information only available since May, 2011

The Percentage of Capital and Grant Payments Made in 45 Days or Less from Invoice Date at 70%

Number of Days to Pay General Fund and Agency invoices from Invoice Date

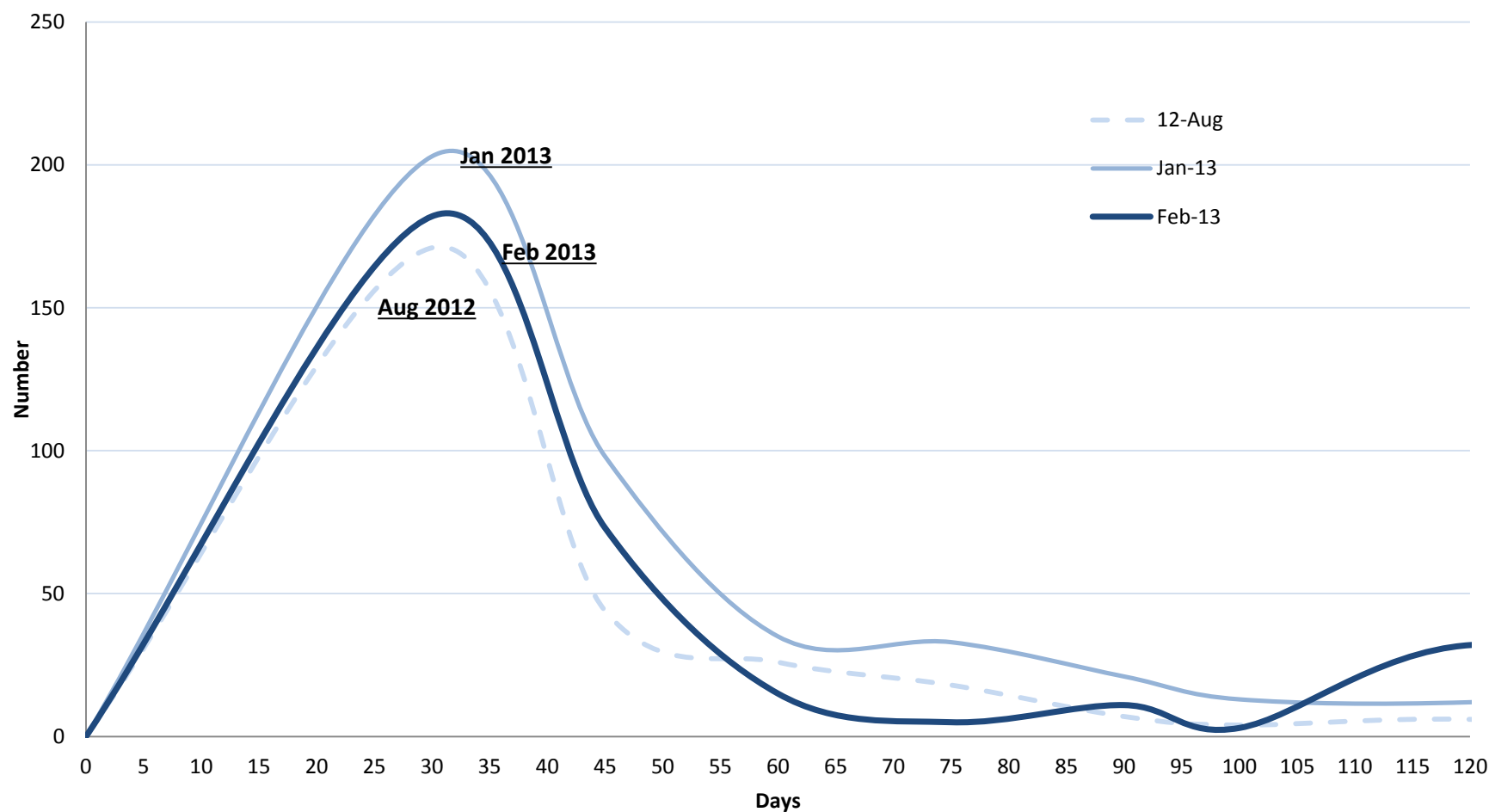


Average Number of Days to Process Invoices by A/P Department (Capital and Grants)



* 2011 information only available since May, 2011

Invoice Date to Check Date Distribution for Capital and Grants Payments



Results for General Fund (and Agencies) Payments Vouched for the Month of February 2013

Department	2013					2012
	Feb				Jan	Aug - Dec
	<= 60	>60	Total Feb	% >60 Days	% >60 Days	% >60 Days
OCD	4	6	10	60%	13%	28%
CAO	11	15	26	58%	23%	24%
REGISTRAR OF VOTERS	5	6	11	55%	67%	24%
MAYOR'S OFFICE	35	32	67	48%	44%	21%
EMD	19	16	35	46%	8%	35%
MOSQUITO CONTROL	15	12	27	44%	19%	15%
VIEUX CARRE COMMISSION	4	3	7	43%		
AVIATION	99	72	171	42%	28%	18%
EMS	14	10	24	42%	7%	4%
ITI	30	20	50	40%	21%	25%
PARKS & PARKWAY	34	22	56	39%	20%	19%
HOMELAND SECURITY	15	9	24	38%	*	*
CIVIL SERVICE	6	3	9	33%	*	*
HUMAN SERVICES	13	6	19	32%	18%	12%
POLICE	28	12	40	30%	25%	25%
CAPITAL PROJECTS	7	3	10	30%		23%
COUNCIL	52	21	73	29%	23%	18%
REVENUE	15	6	21	29%	0%	19%
HEALTH	11	4	15	27%	27%	38%
LIBRARY	57	20	77	26%	38%	16%
NORDC	35	12	47	26%	24%	14%
SAFETY AND PERMITS	9	3	12	25%	14%	40%
PUBLIC WORKS	25	8	33	24%	17%	13%
FIRE	7	2	9	22%	20%	14%
LAW	36	10	46	22%	8%	29%
SANITATION	8	2	10	20%	27%	33%
ACCOUNTING	4	1	5	20%	*	*
RETIREMENT	4	1	5	20%	*	*
TOURISM, ARTS, & ENTERTAINMENT	9	2	11	18%	86%	
PROPERTY MANAGEMENT	23	3	26	12%	16%	12%
OFFICE OF INSPECTOR GENERAL	28	2	30	7%	7%	3%
CORONER	21		21	0%	*	*
TREASURY	9		9	0%	67%	19%
FINANCE	5		5	0%	0%	*
PURCHASING	5		5	0%	*	*
HISTORIC DIST.	4		4	0%	*	*
RIVERGATE DEVELOPMENT CORP.	4		4	0%	0%	10%
CANAL ST. DEVELOPMENT CORP.	4		4	0%	*	*
Other (less than 4 in 1 month)	10	4	14	29%	13%	21%
Grand Total	724	348	1072	32%	25%	19%

* Small number of payments were vouched for this department during the period

Source :Accounts Payable Collected 3.1.2013 -3.11.2013

Results for Capital and Grants Payments Vouched for the Month of February 2013

2.28.2013						
	2013				2012	
	Feb				Jan	Aug - Dec
Department	<= 60	>60	Total February	% >60 Days	% >60 Days	% >60 Days
SANITATION		8	8	100%	93%	*
CAPITAL PROJECTS	50	24	74	32%	26%	22%
OCD	116	38	154	25%	19%	19%
PUBLIC WORKS	22	5	27	19%	28%	49%
HOMELAND SECURITY	7	1	8	13%	40%	12%
CRIMINAL JUSTICE	8	1	9	11%	9%	0%
HEALTH	46	3	49	6%	8%	20%
MAYOR	16	1	17	6%	19%	4%
INSPECTOR GENERAL	3		3	0%	14%	*
Other (Less than 3 in 1 month)	2	6	8	75%	33%	23%
Isaac		9	9			
Grand Total	270	96	366	26%	24%	22%

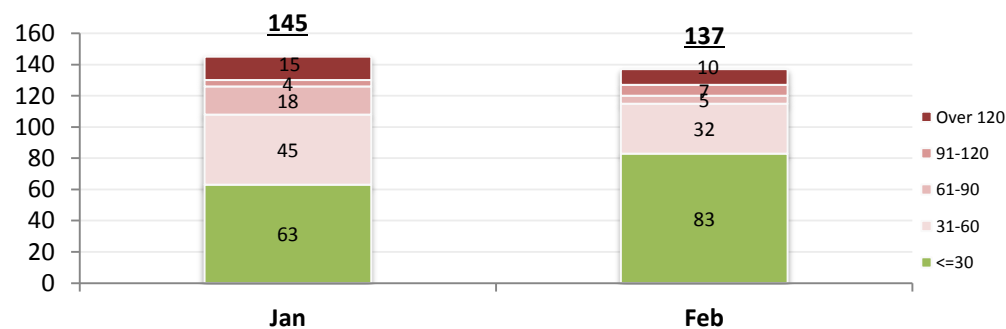
* Small number of payments were vouched for this department in 2012

Source :Accounts Payable Collected 3.1.2013 - 3.11.2013

OCD Invoices in the Pipeline

Status	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular Processing	83	30				113
Dispute with vendor					3	3
With the State		1	3	7	1	12
On Hold			1			1
Litigation					5	5
Other			1			1
Contract/Amendment		1			1	2
Grand Total	83	32	5	7	10	137

OCD Aging of Invoices in the Pipeline by Period



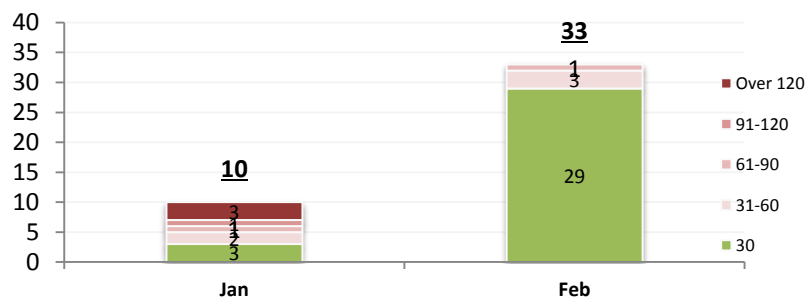
Information obtained from OCD 3.15.2013

Capital Projects Invoices in the Pipeline

Revolver

Status	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular Processing	29	2				31
On Hold			1			1
Other		1				1
Grand Total	29	3	1	0	0	33

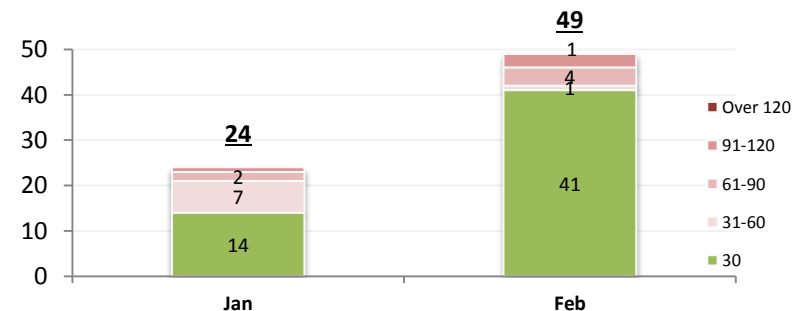
Capital Revolver: Aging of Invoices in the Pipeline by



City

Status	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular Processing	41	1				42
On Hold			1			1
Other				3		3
Contract/Amendment			1			1
Not processed timely			2			2
Grand Total	41	1	4	3	0	49

Capital City : Aging of Invoices in the Pipeline by Period



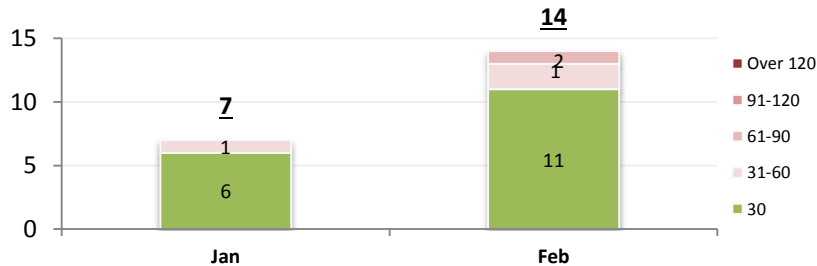
Information obtained from CPA

DPW Invoices in the Pipeline

Revolver

Status	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular Processing	11	2				13
Contract/Amendment			1			1
Grand Total	11	2	1	0	0	14

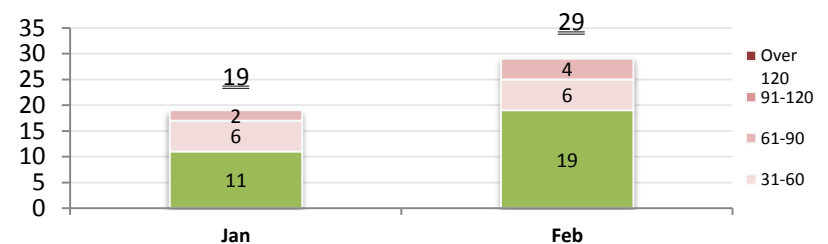
DPW Revolver: Aging of Invoices in the Pipeline by Period



City

Comment	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular Processing	19					19
On Hold			2			2
With the State		1	1			2
Other		3				3
Not processed timely			1			1
Contract/Amendment		2				2
Grand Total	19	4	4	0	0	29

DPW City: Aging of Invoices in the Pipeline by Period



Information obtained from CPA

Procurement Process Map/City of New Orleans

* Note map is not all inclusive. It provides guidance of the general process

Requisition

User Entity
 1) Creates requisition (departmental need)
 2) Prepares requisition on AFIN System (Capital Expense and Grants) or BuySpeed (General Fund)
 3) Completes Requisition and sends documents for approval

Approval of requisition
 1) Director
 2) Budget
 3) Finance

Procurement

Office of Procurement
 1) Receives requisition
 2) Accepts requisition
 A) Conversion of requisition to PO
 B) Process requisition for a Bid (3 weeks)
 C) Process requisition for an RFP (2 weeks)
 3) Sends PO to Vendor and User Entity
 4) Provides bid/rfp package to User Entity

Professional Services
 Under 15K: No RFP process (Contract)
 Over 15K : RFP Process (Contract)

Materials Supplies Non. Professional
 Under 1K: No Bid
 Between 1K-20K: Informal Bid
 Over 20K: Formal Bid
Construction and Public Works
 Under 150K: Informal Bid
 Over 150K: Formal Bid

1) Bid / RFP Package to Department to gather required forms

1) PO to User Entity and Vendor

Contract Creation and Routing

User Entity
 1) Receives Bid/RFP Package from procurement
 2) Gathers required forms (DBE, Tax Clearing, Felon Affidavit etc.)
 3) Routes Contract Package with forms through contract approval process (New) or Submits Contract Package to Law before routing (Old)

Routing and Approval of Contract Package
 1) Deputy CAO/ Deputy Mayor
 2) Civil Service
 3) Office of Procurement
 4) Director Finance
 5) CAO

Contract Processing and Approval

Law Department + Mayor's Office
 1) Receives Contract Package and reviews for completeness.
 2) If Contract Package missing approvals, contract is routed by the law department (Old)
 3) If Contract Package complete (New), assign attorney to perform review.
 4) Complete review and route contract to City Attorney for review and signature
 5) Route contract to Mayor's Office and signature by Mayor
 6) Route copies of contract (4) to Procurement, Vendor and User Entity. Law Department keeps one.

Signed Contract

Payment

User Entity
 1) Routes (1) copy of the Contract to the Vendor
 2) When invoice from Vendor is received, route payment voucher request to Accounts Payable for payment

Account Payable
 1) Receives Payment Voucher and performs 3 way match
 2) Process payment (review and printing)
 3) Forwards payment to Vendor

1) Payment to Vendor

Supplemental Procurement

Office of Procurement
 1) Receives Contract and reviews
 2) Creates PO and sends to vendor

1) PO to User Entity and Vendor

Evaluation Form

Are you a city employee or a member of the public?

On a scale 1-5, how useful was this meeting to you (1= least useful and 5= most useful)?

What's working?

What's not working?