City of St. Petersburg
Public Services & Infrastructure Committee
Agenda
November 29, 2018 – 9:15 AM
City Hall, Room 100

Members: Chair Steve Kornell, Vice Chair Ed Montanari
Council Members Charlie Gerdes, Amy Foster

Alternate(s): Council Chair Lisa Wheeler-Bowman

Support Staff: Jayne Ohlman - City Council Legislative Aide

1) Call to Order

2) Approval of Agenda

3) Approval of November 15, 2018 Minutes

4) New Business – November 29, 2018
   a) A discussion on affordable housing conditions, code enforcement for rentals and potential actions for protecting tenant’s rights – Rob Gerdes

5) Upcoming Meeting Dates & Tentative Agenda Items
   
   December 13, 2018


Attachments:
   Minutes of the November 15, 2018 PS&I Committee Meeting
   New Business Item Support Material
   Pending and Continuing Referral List
City of St. Petersburg  
Public Services & Infrastructure Committee  
November 15, 2018 Meeting Minutes  
City Hall - Room 100

Present: Committee Members - Chair Steve Kornell, Vice Chair Ed Montanari, and Council Member Amy Foster

Absent: Council Member Charlie Gerdes and Council Chair Lisa Wheeler-Bowman (Alternate)

Also Present: Council Member Brandi Gabbard, Council Member Gina Driscoll, Deputy Mayor/City Administrator Dr. Kanika Tomalin, City Attorney Jackie Kovilaritch, and Chief Assistant City Attorney Jeannine Williams

Support Staff: Jayne Ohlman - City Council Legislative Aide

1. Call to Order – 9:26 AM  
2. Approval of Agenda – CM Montanari moved approval, all members voted in favor.  
3. Approval of October 25, 2018 Minutes – CM Montanari moved approval, all members voted in favor.

New Business for November 15, 2018  

a) Capital Improvement Assessment: Seawalls – Brejesh Prayman, Carlos Frey, and Claude Tankersley

Engineering Director Brejesh Prayman was joined by Public Works Administrator Claude Tankersley and Engineering Design Manager, Carlos Frey to present the committee with the capital improvement assessment on living shorelines. Tom Reis, Southeast Biological Services and Restoration Director for Environmental Science Associates was in attendance to answer questions from the committee. In addition to a report on living shorelines in lieu of traditional seawalls, Mr. Prayman and Mr. Frey also gave a brief overview of the seawalls within the city-owned marinas. Mr. Prayman defined living shorelines as the use of plants or other natural elements to stabilize estuarine coasts, bays, and tributaries. Mr. Prayman also explained the prioritization of seawall replacement throughout the City, including seawalls in the marina, Albert Whitted Airport, parks, trails, and roadway segments. According to the most recent mapping, the City owns 71,893 linear feet of seawall.

CM Gabbard asked how many linear feet of living shorelines the City currently owns and Mr. Prayman responded that the City does not currently have a map showing the linear footage but will have one once the new mapping is complete. CM Gabbard asked for a time frame for completion of the new map and Mr. Prayman stated it would be in the next 60 days. CM Gabbard asked for a comparison of the lifespan of traditional seawalls versus living shorelines. Mr. Reis responded that the typical lifespan of traditional (saltwater) seawalls is 45-50 years and living shorelines essentially have an indefinite lifespan because while seawalls get weaker with time, living shorelines get stronger and more sustainable over time. CM Gabbard then asked for a cost comparison of traditional seawalls versus living shorelines and Mr. Prayman
and Mr. Reis responded that living shorelines are significantly cheaper per linear foot than traditional seawalls.

CM Driscoll asked if there was a comprehensive map that shows where living shorelines and traditional seawalls are most suitable. Mr. Prayman responded that the updated map will have that comprehensive information.

CM Montanari inquired about the use of mangrove trees as part of living shorelines and asked how the City could prevent overgrowth of mangrove trees to the point that they become a detriment rather than a buffer for seawalls. Mr. Reis responded that overgrowth is an anticipated concern and that is why the permitting process takes into consideration the need to trim the trees.

CM Kornell encouraged staff to return with the updated map for further discussion, as well as more comprehensive financial information so that the committee can better understand how the seawall and living shoreline projects will affect the budget.

### b) Proposal to Amend the Apprenticeship Ordinance – Louis Moore and Stephanie Swinson

Procurement and Supply Management Director, Louis Moore was joined by Contracts Compliance Manager, Stephanie Swinson to review the proposed changes to the City’s Apprenticeship Ordinance. (Sections 2-296 & 2-297) The proposed changes are as follows:

1. Lowering the threshold for defining a major construction project from $2,000,000 to $1,000,000
2. Requiring the prime contractor and its subcontractor to pay apprentices prevailing wages based on their trade classification. The City will rely on the U.S. Department of Labor for wage determinations.
3. Requiring the prime contractor and its subcontractors to keep accurate payroll records.
4. Adding sanctions for prime contractors who do not comply with the requirements of the ordinance resulting in forfeiture of retainage or debarment.
5. Increasing the required work hours for apprentice participation from 10 to 15 percent.

CM Montanari asked about the financial impact of lowering the threshold from $2,000,000 to $1,000,000 and Mr. Moore responded that an estimated 8 projects will be affected by this change.

CM Driscoll expressed concern with the definition of apprentice in the ordinance and inquired how the City will be able to verify that contractors are utilizing apprentices through programs that are certified by either the State of Florida Department of Education (DOE) and/or the U.S. Department of Labor (DOL) and not just utilize an industry certification training program. Mr. Moore and Ms. Swinson explained that prime contractors will only be able to utilize an industry certified program or company sponsored program once they have certified that there is not any work on a major construction project for which a DOE and/or DOL approved apprenticeship program exists.

CM Foster asked how the ordinance will hold subcontractors accountable that do not comply with the requirements and Chief Assistant City Attorney Jeannine Williams explained that the City maintains the contractual relationship with the prime contractor,
not the subcontractor(s), therefore it is the prime contractor’s duty to ensure that their subcontractor(s) comply.

CM Foster made the motion to approve the proposed changes to the ordinance, including the revised definition of a subcontractor. All members voted in favor.

The meeting adjourned at 10:19 AM
<table>
<thead>
<tr>
<th>Topic</th>
<th>Return Date</th>
<th>Referral Date</th>
<th>Prior Meeting</th>
<th>Referred By</th>
<th>Staff</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 A discussion on affordable housing conditions, code enforcement for rentals and potential actions for protecting tenant’s rights</td>
<td>11/29/18</td>
<td>7/12/18</td>
<td></td>
<td>Gabbard Foster</td>
<td>R. Gerdes</td>
<td>12/7/17-PS&amp;I to manage the 57 recommendations made by LA Consulting. <em>See Attached</em></td>
</tr>
<tr>
<td>2 Water Resources Dept. 2017 Management Recommendations</td>
<td>12/13/18</td>
<td>12/7/17</td>
<td></td>
<td>Council</td>
<td>J. Palenchar</td>
<td>7/12/18 – CM Gerdes made a motion to have staff return with a proposed revised ordinance that allows variance decisions to be appealed to City Council &amp; to estimate staff implications.</td>
</tr>
<tr>
<td>3 Discussion regarding DRC appeals that do not come before City Council. Request changing the appeal to City Council from requiring a supermajority (6-2) vote to a majority (5-3) vote.</td>
<td>1/10/19</td>
<td>3/1/18</td>
<td>7/12/18</td>
<td>Kornell</td>
<td>M. Dema, L. Abernethy</td>
<td>6/16/16-Urban Construction Task Force Report; C. Tankersley to return with a report on cooling systems. Rick Dunn to return with a report on how other cities handle noise/recommended changes. 1/27/17- Planning &amp; Eco Dev to include mechanical noise issues as a component for proposed changes. 4/12/18-Continue discussion to include requests from: CM Gabbard on cost of noise enforcement officers. CM Kornell on structural overview + police department report. CM Montanari on immediate steps Council can take to reduce the issue. 9/20/18-Committee voted to move forward with Option #1 &amp; staff to return with amended ordinance</td>
</tr>
<tr>
<td>4 Proposal to Amend the Noise Ordinance</td>
<td>1/24/19</td>
<td>10/13/15</td>
<td>6/16/16</td>
<td>Nurse Kornell</td>
<td>L. Abernethy</td>
<td>2/15/18-Requesting a report regarding opportunities/plans available at City-owned Grow Smarter sites. 3/8/18-Requested quarterly reports on one or two sites at a time. 5/31/18-Discussion covered the Innovation District, Police Station Site, Tropicana Field Site, and Tangerine Plaza Site</td>
</tr>
<tr>
<td>5 Requesting administration to provide a list or presentation of all City facilities that need to be hardened to withstand high winds and other damage and the associated costs of these upgrades.</td>
<td>6/7/18</td>
<td></td>
<td></td>
<td>Foster</td>
<td>C. Tankersley B. Prayman T. Greene</td>
<td>9/13/18-A memo from A. DeLisle was distributed to the committee in lieu of a verbal update on Tangerine Plaza. See minutes from 9/13/18 for full memo</td>
</tr>
<tr>
<td>6 Quarterly report on Grow Smarter sites</td>
<td>2/15/18</td>
<td>3/8/18</td>
<td>3/8/18</td>
<td>Foster Driscoll</td>
<td>A. DeLisle</td>
<td>2/15/18-Requesting a report regarding opportunities/plans available at City-owned Grow Smarter sites. 3/8/18-Requested quarterly reports on one or two sites at a time. 5/31/18-Discussion covered the Innovation District, Police Station Site, Tropicana Field Site, and Tangerine Plaza Site 9/13/18-A memo from A. DeLisle was distributed to the committee in lieu of a verbal update on Tangerine Plaza. See minutes from 9/13/18 for full memo</td>
</tr>
<tr>
<td></td>
<td>Consideration of an ordinance to allow PSTA to enter into an agreement to permit the construction of 23 proposed bus shelters with advertising.</td>
<td>5/18/17</td>
<td>10/26/17</td>
<td>Nurse</td>
<td>B. Pettigrew E. Mory</td>
<td>10/26/17 - Motion for Adm. To return with funding sources to participate in the shelter match program.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>8</td>
<td>Report on proposed South St. Pete Master Plan with a potential 2050 plan</td>
<td>8/4/16</td>
<td>Kornell</td>
<td>L. Abernethy</td>
<td>9/28/17 - Per Dr. Cornwell this is on the schedule to be kicked off at the start of the year. 10/11/18 - Per Liz Abernethy, an RFP will be sent out by year end and scope of service will be established by early 2019.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Dashboard Cameras, Body Cameras, Shot Spotters report</td>
<td>5/18/17</td>
<td>6/15/17</td>
<td>Council</td>
<td>A. Holloway</td>
<td>6/15/17 - CM Gerdes made a motion to move forward with $87,000 allocation for Dash Cams. 7/13/17 - Council approved purchase of dashboard cameras &amp; accessories for $87,000. 8/24/17 - leave on list for Chief Holloway to come back with grant info for Shot Spotter. 9/27/18 - No update at this time.</td>
</tr>
<tr>
<td>10</td>
<td>Discussion of Brown &amp; Caldwell’s delay in providing City Council with a copy of Draft Technical Memo. No. 3, 3rd Party Recommendations of CHP &amp; Biogas upgrading &amp; what the legal options regarding Guild’s reported failure to fulfill contractual obligations.</td>
<td>7/12/18</td>
<td>Kornell</td>
<td>Legal</td>
<td>7/12/18 - Committee moved to have staff complete the RFP process &amp; stakeholder outreach. Return in Feb 2019 to discuss further.</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Requesting a report from legal on HB 1149 concerning reclaimed water</td>
<td>4/5/18</td>
<td>5/31/18</td>
<td>Kornell</td>
<td>Legal (J. Wallace)</td>
<td>5/31/18 – Continue discussion at a later date.</td>
</tr>
<tr>
<td>12</td>
<td>Sculpture Walk St. Pete</td>
<td>2/7/17</td>
<td>9/28/17</td>
<td>Public Arts Commission</td>
<td>W. Atherholt J. Kovilaritch</td>
<td>2/7/17 - verbally referred by CM Kornell during Public Arts Commission report at Council meeting. 9/28/17 - moved to ask Adm. to work with Mr. Rodgers to develop a plan and bring back to PS&amp;I.</td>
</tr>
<tr>
<td>13</td>
<td>Private Laterals Pilot Rebate Program</td>
<td>3/2/17</td>
<td>4/13/17</td>
<td>Kornell</td>
<td>C. Tankersley M. Dema</td>
<td>4/13/17 - Tankersley stated we will follow up on timing for the next PSI report. 2/8/18 - Committee moved to approve the Private Lateral Repair and Replacement Pilot program.</td>
</tr>
<tr>
<td>14</td>
<td>Discussion on maintaining pedestrian safety while encouraging economic vitality in our downtown</td>
<td>10/18/18</td>
<td>Driscoll</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>A discussion on potential Responsible Bidder Ordinance</td>
<td>11/1/18</td>
<td>Gerdes</td>
<td>L. Moore S. Swinson</td>
<td>Legal</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>A Presentation on Digital Information &amp; Broadcasting Stations</td>
<td>Feb 2019</td>
<td>10/18/18</td>
<td>10/25/18</td>
<td>Kornell (Staff Request)</td>
<td>L. Abernethy E. Mory H. Judd</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Capital Improvement Assessment**  
(Maintenance & Hurricane/Tropical Storm Preparedness) | 2/2/17 | Kennedy, Gerdés  
a. Prayman  
b. Palenchar  
c. Prayman  
d. Prayman  
e. J. Norris  
f. Palenchar  
g. Tankersley  
i. Tankersley, Mory  
a) **Bridges**  
Staff to bring back analysis of long-term and pedestrian bridge funding. CM Kennedy asked to have noted that between 2021 and 2025 there is a $50 million shortage on funding for bridges.  
b) **Reclaimed Water**  
report provided by J. Palenchar. Items b), e), f), & h) are in Integrated Master Plan.  
c) **Roads/Sidewalks**  
-power point by B. Prayman & J. Norris. Staff to report to committee on updated numbers for annual sidewalk repair & replacement with the numbers based on new technology. Funding for brick streets replacement as a recurring maintenance cost needs to be considered.  
d) **Seawalls**  
-PowerPoint presentation by B. Prayman & C. Tankersley. CM Kornell made a motion requesting staff to return with a report on living shorelines in lieu of seawalls. CM Kornell inquired why the Marina Enterprise Fund does not pay for seawall maintenance at the City Marinas – Dr. Tomalin to follow up *Return Oct. 2018*  
e) **Stormwater**  
J. Norris updated committee on Stormwater infrastructure, challenges, and ongoing projects.  
d) **Seawalls/Living Shorelines:**  
B. Prayman, C. Frey, & C. Tankersley updated the committee on seawall repairs/replacements, living shoreline projects and updated mapping of the city seawalls/living shorelines.
Housing Conditions, Agreements & Renter Protection
New Business Items

• Alternatives to improve affordable housing conditions
• Oversight conditions on funding agreements
• Status of Codes Compliance multi-family inspections
• Lessons learned from Jordan Park oversight
• Tenant protections – just cause evictions, source of income discrimination & right to counsel
Outline

• **Current Practice**
  • Housing & Community Development
  • Codes Compliance Assistance
  • HUD & DBPR

• **Jordan Park**

• **Renter Protection**
  • Just Cause Eviction
  • Source of Income Discrimination
  • Right to Counsel

• **Potential Action Items**

• **Potential Concerns**
Affordable Housing Oversight - Current Practice
Housing & Community Development Dept.

Contract/Agreement Requirements

• **Part I Currently includes:**
  - Scope of Services
  - Method of Payment
  - Reporting and Monitoring (submit monthly reports)
  - Restrictions on Use
  - Time of Performance
  - Supplemental Terms and Conditions
Affordable Housing Oversight - Current Practice
Housing & Community Development Dept.

Contract/Agreement Requirements

• **Part II Currently includes:**
  - Source of Funds
  - Non-Discrimination
  - Fair Housing
  - Equal Employment and Contracting Opportunity
  - Religious Discrimination
  - Conflict of Interest
  - Lobbying Prohibited
  - Debarred, Suspended or Ineligible Contractors
  - Audits required annually
Affordable Housing Oversight - Current Practice
Housing & Community Development Dept.

Contract/Agreement Requirements

- **Part II Currently includes (cont.):**
  - Reports and Information provided upon reasonable notice
  - Record Retention (4 years for SHIP, LHAF/ 5 yrs for HOME)
  - Enforcement (Notice and Cure period, corrective and remedial actions)
  - Force Majeure
  - Assignment and Subcontracting
  - Relationship of Parties
  - Flood Insurance
  - Insurance (commercial general liability, pers. Injury, contractual liability)
  - Hold Harmless, Copyrights/Patents, Partial Invalidity, Modifications
Affordable Housing Oversight - Current Practice
Housing & Community Development Dept.

Inspections & Standards

• **ALL SHIP, HOME, LHAF Agreements currently include:**

  A requirement for an initial property inspection to determine the extent of the work to be completed, for rehabilitation project of 26 units or more a Capital Needs Assessment of the project is required. Agreement also requires, upon project completion that each of the major systems shall have a remaining useful life of a minimum of 5 years. City will review and approve work write-up and cost estimates.

  HCD conducts progress and final inspections in addition to Construction Services & Permitting to ensure that work is done in accordance with applicable codes, the construction contract, and construction documents.
Affordable Housing Oversight - Current Practice

Housing & Community Development Dept.

Inspections & Standards

- **SHIP and LHAF Agreements currently include:**
  Onsite inspections will be conducted annually upon reasonable notice to verify compliance with tenant income, rents and the minimum property standards as stated in Section 420.907-420.9079, Florida Statutes and Rule 9I-37, Florida Administrative Code, as they may be amended from time to time.

- **HOME Agreements currently include:**
  Onsite inspections will be conducted every three years to verify compliance with tenant income, rents, the minimum property standards as stated in 24CFR 92.251 and the ongoing lead-based paint maintenance standard as stated in 24 CFR 35.1355(a).
Affordable Housing Oversight - Current Practice
Housing & Community Development Dept.

Enforcement & Remedies

- **SHIP, LHAF, HOME Agreements currently include:**

  If Agency/Developer is found to be in noncompliance, the City shall provide a report setting forth any deficiencies and a time period in which to correct the deficiencies. If upon re-inspection, the deficiencies have not been corrected, the City shall establish a time period in which to correct the deficiencies and may charge the Agency a fee to reimburse the City for administrative costs incurred, including but not limited to re-inspection. If deficiencies continue, then, at the sole discretion of the City, this process may repeat itself, or the City may declare a default of this Agreement.
Interior Inspections

• Certificate of Inspection Program
• Rental Housing Unit Inspections Program
• Inspection Warrants
• Tenant Complaints
Interior Inspections

• Certificate of Inspection Program (CIP)
  • Chapter 8 – Subdivision II. Rental Housing Inspection Programs
  • The certificate of inspection program applies to all rental housing units within approved target areas.
  • It shall be unlawful for any owner of a housing unit to allow any person to occupy that housing unit if the required certificate of inspection for that unit had not been issued by the POD at the time the occupancy commenced for that tenant.
  • A certificate of inspection will be valid for a term of one year.
Certificate of Inspection Program (CIP)

- Based on proof that property was “rental housing”
  - For rent sign
  - Change of tenant
- No citywide enforcement
- Areas originally included in “target areas” weren’t necessarily areas of most need
- Requirement were not based on evidence of substandard housing conditions or deferred maintenance
- 4th Amendment Concerns
Certificate of Inspection Program (CIP)

• Certificate of Inspection Cases from 2014 - 2016
Rental Housing Unit Inspection Program (RHUI)

• Only applies to properties with three or more rental housing units with the following conditions:
  • One or more vegetation overgrowth violations which have been remedied by the City
  • Has a recurrent violation of any of the following:
    • Evidence of fire damage visible from the exterior
    • Roof disrepair
    • Placement or storage of junk, garbage, and/or rubbish, or prohibited outdoor storage
    • Electrical violations
    • Violations affecting health including inadequate or defective potable water or sanitary sewer services
    • Structural work performed without permits including changes, repairs or additions to floors, walls, roofs, porches, decks or decking, or balconies

• Once a property has been determined to be subject to the rental housing unit inspection program, the POD shall notify the owner of the property that all rental housing units are subject to inspection if they are currently vacant, when they become vacant and all other requirements of this subdivision.
Requiring inspection rights for City to be included in residential leases

Rental inspection programs which require interior inspections of dwellings to obtain a license to operate have been struck down in Florida. *Miata v. City of Daytona Beach* (2015)

Case law and several Florida Attorney General Opinions provide that a local gov’t code inspector is NOT authorized to enter into any private, commercial or residential property to assure compliance with or to enforce the various technical codes or to conduct any administrative inspections or searches without the consent of the owner, operator or occupant of such premises, or without a duly issued search or administrative inspection warrant. (AGO 2002-27; 09-37; 84-32)
Requiring inspection rights for City to be included in residential leases

The Fourth Amendment applies to home inspections when a city seeks to ensure compliance with building codes—accordingly either permission or a warrant is required for entry. *Camara v. San Francisco*, (1967)

Case law indicates that ordinances which make the refusal to consent to an inspection a violation of ordinance rather than a trigger for the City to seek an inspection warrant are unconstitutional. *Steward v. City of Red Wing* (2008)
Requiring inspection rights for City to be included in residential leases

F.S. 83.45 provides that if any provision of a rental agreement is found to be unconscionable at the time it was made the court may refuse to enforce the rental agreement, or limit the application of any unconscionable provision

FL Real Estate Transactions Sec. 51.13 re: F.S. 83.47 Prohibited Provisions in leases include any provision purporting to do the following:

1. waive or preclude the rights, remedies, or requirements set forth in Chapter 83
2. Limit or preclude any liability of the landlord to the tenant or the tenant to the landlord arising under law
# Inspection Warrant Program

- Citywide Program
- When a property is found to be in violation by the Code Enforcement Board of two or more specified violations which include:

## Exterior
- Unsafe Electric
- Roof Disrepair
- Permit Violations Exterior Door
- Exterior Walls
- Pool Maintenance
- Stairs
- Illegal Units
- Fascia/Soffit Disrepair
- Graffiti

## Interior
- Ceiling Disrepair
- Interior Walls
- Floors
- Insect/Pests
- Heating Equipment
- Kitchen
- Plumbing
- Smoke Detector
- Unfit Sewer/No Water
Inspection Warrant Program

• Exterior violations on a structure are an indication of deferred maintenance. It is reasonable to concur that the existence of exterior violations may indicate deferred maintenance on the interior and the presence of interior violations.
• For multi-family properties, not only exterior violations may be evidence of potential interior violations, but the existence of interior violations in one or more units may indicate the presence of interior violations in other units.
• When a property is identified for Inspection Warrant process notice is sent to owner and occupant for permission to inspect unit(s).
• If permission is not granted after specified time, the process to request and inspection warrant from County Judge commences.

• Number of units to be inspected is based on the number of total units
  • 1-4 units – Permission to inspect the interior of all units
Inspection Warrant Program

2017 Warrant Cases
• Warrants Issued: 7
• Voluntary Interior Inspections After Inspection Warrant letter Sent: 25
• Inspections Through Executed Warrants: 6
• Demolition Cases Resulted From Inspections: 8 (2 properties were demolished)

2018 Warrant Cases  (as of 10/11/18)
• Warrants Issued: 12
• Voluntary Interior Inspections After Inspection Warrant letter: 12
• Inspections Through Executed Warrants: 5
• Demolition Cases Resulted From Inspections: 5
• 2 Nuisance properties were vacated & boarded, eliminating the nuisance issues –
Tenant Initiated Interior Inspection

- Any tenant or occupant with access to a unit may request an Interior Inspection
- Tenant must consent to becoming part of the public record in order to document permission to enter private property
- In addition to inspecting items requested by tenant the entire structure is inspected including any common areas

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Tenant Complaints</th>
<th>No Violations Noted</th>
<th>Violations Cited</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>544</td>
<td>41%</td>
<td>59%</td>
</tr>
<tr>
<td>2018</td>
<td>490</td>
<td>38%</td>
<td>62%</td>
</tr>
</tbody>
</table>
City Housing Standards

Codes Compliance Assistance
Interior Inspection Reference Guide

Walls
• All interior walls are free of holes, cracks, loose plaster and flaking paint.
• Walls have protective coating such as paint or paneling.
• Walls are capable of supporting a normal load.

Ceiling
• Ceiling is maintained in sound condition and good repair, free of holes, cracks, loose plaster and flaking paint.

Floors
• All interior floors are free of holes and cracks.
• Floors are safe to use and capable of supporting a normal load
• Floors are insect proof, rodentproof, and sanitary.

Windows
• Windows are in good repair, and are capable of being secured in an open position and locked in a closed position.
• Windows are watertight, weathertight, rodentproof, and insect proof.
• Window screens are in good repair to protect against insects and pests for each window.

Doors
• Doors are watertight, weathertight, rodentproof, and insect proof.
• Doors are capable of being secured in position by a locking device in proper operating order.

Electrical
• Electrical wiring is safe and capable of being used, and is installed in accordance with the electrical code of the city.
• All wall outlets have cover plates

Plumbing
• Plumbing meets the standards of the city plumbing code and maintained in good repair.

Heat/AC
• Equipped with permanent heating equipment that allows the occupant to solely control and operate the equipment.
• Air Conditioner (if equipped) is in working and maintained in good repair.

Kitchen
• Hot and cold water supplied to kitchen
• Refrigerator is in proper operating order
• Electric or Gas stove (not portable) in proper operating order.
• Floors are maintained and prevent penetration of water and are easy to clean and keep sanitary.
• > 50 sq ft has at least 3 separate receptacle outlets
• < 50 sq ft has at least 2 separate receptacle outlets
• Has ceiling or bracket light with wall switch control.

Bathroom(s)
• Bathroom is supplied with hot and cold water.
• Bathroom has an electrical outlet
• Floors prevent penetration of water and are easy to keep clean and sanitary.
• Bathroom contains lavatory, toilet, and tub or shower in good repair and in proper working order.
• Has ceiling or bracket light with wall switch control.

Habitable rooms
• At least of half of the floor area has a ceiling height of at least (7) feet.
• All sleeping areas have at least one openable window or door which allows immediate exit from any sleeping room to the outside.
• All habitable rooms have at least two separate and remote electric receptacle outlets.

Smoke Detector
• Unit is equipped with at least one smoke detector that is in good repair and works properly.

Maintenance
• All parts of structure are maintained in a safe, sound, and sanitary condition and in good working order.
Enforcement Process

Once violations are observed and documented, the enforcement process begins

- Notice provided to owner with a specified time to bring violations into compliance

- If violations are not corrected, the following enforcement mechanisms can be utilized:
  - Code Enforcement Board/Special Magistrate
  - Civil Citation
  - Municipal Ordinance Violation

- If unit becomes vacated, Rental Re-Let violation is activated
  - Owner is notified that unit must be inspected to verify violations have been corrected prior to it being re-let.
  - If unit is occupied without an inspection being conducted, a civil citation is issued to the owner for $300. Fines continue to increase if access is not granted.
Housing and Urban Development (HUD) and Department of Business and Professional Regulation
Affordable Housing Oversight - Current Practice

**HUD Responsibility** - the oversight responsibility performed by HUD on housing authorities are as follows:

- Local Board of Commissioners performs the first line of oversight, set and champion the mission, and provide oversight
- Executive Director and Executive staff keeps commissioners informed, develops budgets, ensures compliance with all federal laws and HUD guidelines, manages day-to-day operations of the PHA, hires, evaluates, trains and terminates staff and executes board-approved policies
- All PHAs must have a Resident Advisory Board (RAB) and Resident Commissioners
HUD Oversight Responsibility - the oversight responsibility performed by HUD on housing authorities (continued):

- HUD interprets the laws handed down by congress, develops regulations to guide PHAs.
- PHSs may also contact the HUD Field Office, Regional Office, and Headquarters for resources and support.
About PHAS - The Public Housing Assessment System, or PHAS, is the system that HUD uses to assess a PHA’s performance in managing its low-rent public housing programs.

- **PASS (Physical Assessment Subsystem)** – 40 points
- **FASS (Financial Assessment Subsystem)** – 25 points
- **MASS (Management Assessment Subsystem)** – 25 points
- **CFP (Capital Fund Program)** – 10 points

Scores of 90 points or above is considered a high performer, scores below 60 points results in a troubled designation.
About PHAS – HUD’s Uniform Physical Conditions Standards
HUD’s UPCS is the inspection protocol identified to assure there is uniformity and objectivity in the evaluation of the physical condition of HUD properties:
• Site
• Building Exterior
• Building Systems
• Common Areas
• Unit
DBPR Oversight Responsibility

F.S. 509.013 – “Non-transient public lodging establishment” means a lodging establishment that is available for 30 days or more; but does not include any place renting four or fewer units
F.S. 509.032(7) – Preemption – regulation of public lodging establishments including inspections is preempted to the state

A municipality may only inspect public lodging establishments regulated by the state for compliance with Florida Building Code and Florida Fire Prevention Code. For the purposes of inspections by DBPR the division has the right of entry and access to public lodging establishments at any reasonable time.
F.S. 509.285 Enforcement; city county officers to assist
We can only assist with Chap 509 inspections on public lodging establishments if we are requested to by DBPR

The city reached out to General Counsel for DBPR in 2014 requesting to assist to ensure these inspections were being completed and the request was denied.
SPHA & Jordan Park Experience
SPHA & Jordan Park Experience

- At the time of Hope VI redevelopment, CDBG infrastructure funding did not include housing inspections – changed by H&CD in 2016
- Jordan Park Hope VI redevelopment did not include City housing assistance = no inspection criteria
- Right to remediate code violations/foreclose at Jordan Park established through CDBG Funding
- Prior to 2016 citizen/tenant complaints referred to SPHA
- 2016 Codes Compliance Assistance decision to enforce
- Current ground lease arrangement permits enforcement
- Current turnover inspection requirement in SPHA agreement
- Included inspection criteria in CDBG recommendation, CRA recommendation and TEFRA Agreement
- Coordinating education with SPHA on City Standards
Concepts for Renter Protection
Just Cause Evictions

A restriction which limits a landlord’s ability to evict a tenant to a pre-established list of defaults

- **Possible Defaults** non-payment of rent, endangering health safety of others, damage to rental unit, use for illegal purpose, etc.

- **Current Examples** (ordinances)
  - San Jose, Calif.
  - Boston, Mass.
  - Oakland, Calif.

- **Challenges** Must establish all justifiable reasons for eviction ahead of time - typically little to no flexibility
Prevents a landlord from discriminating against a potential tenant based on their source of income

- **Effect**: Prevents a landlord from refusing to rent to someone who will pay with section 8 vouchers, social security, veteran benefits

- **Current Examples** (among dozens of states and cities)
  - Chicago, Ill. (ordinance) - Forbids
  - California (Statute) – Forbids
  - Texas (Statute) – Allows, Pre-empts municipalities from enacting related rules

- **Challenges**: Certain sources have requirements such as inspections, etc.

- **Important Notes**: Texas law is currently under review by Federal Appellate Court, ruling may force changes at federal level
Ensure tenants have access to counsel during eviction, or related proceedings

- **Generally** all citizens in Florida have the right to counsel, but cost and access remain issues

- **Options**
  - Require landlords to notify tenants they have right to counsel (lease or posting)
  - *Pro Bono* organizations provide legal services for those in need
  - Draft, supply, distribute materials to inform tenants of their rights

- **Challenges** Though Florida law provides attorneys fees for victorious tenants, attorneys willing to take on cases are few and far between
Potential Action Items
Potential Action Items

• Council Resolution asking SPHA to increase housing standards
• Work with SPHA on notification process for active codes cases on Housing Voucher properties
• Increase oversight conditions in contracts/agreements (including Penny for Pinellas leases & CRA grants)
  • Inspection requirements
  • Multi Family replacement reserve requirements
  • Require Security plan for multi-family
  • Expand use of construction milestones in agreements
  • Tenant rights and Code Compliance information requirements
Potential Action Items

- Education campaign on tenant rights
- Further investigate new regulations related to tenants rights
Potential Concerns
Potential Concerns

- Market tolerance for enhanced conditions
- Staffing
- Legal concerns
## Crosswalk Correlation between Budget and WRD Management Study Recommendations

<table>
<thead>
<tr>
<th>WRD Management Study Recommendations (2017)</th>
<th>2018 Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.1 General Recommendations</strong></td>
<td></td>
</tr>
<tr>
<td>4.1.1 Establish employee teams to review the various improvement opportunities and annual plans. Utilize the teams on an annual basis to assist in the review of work methods, quality control, annual plans, equipment needs, as well as other key processes.</td>
<td>Completed Six (6) employee strategic planning committees are active: Data Management, Asset Management, Communications, Process Improvement, Staffing, and Training. In addition several other specific goal oriented employee committees and teams have been established.</td>
</tr>
<tr>
<td>4.1.2 Utilize all available technology and improvement tools with experienced leadership to obtain an American Public Works Association (APWA) accreditation.</td>
<td>Started: January 8, 2018 Completion: December 2019</td>
</tr>
<tr>
<td>4.1.3 Monitor continual leak detection and I/I program, report status monthly to the Department Director. Benchmark infiltration rates against those of agencies in other Florida coastal communities and determine the existence of gaps.</td>
<td>Under Development Jacobs, Wet Weather Overflow Mitigation Program - Phase 2 Jacobs, Wastewater System Program Management</td>
</tr>
<tr>
<td>4.1.4 Implement a plan to provide drainage of the Southwest Water Reclamation Facility (SWWRF) to the east. Conduct an independent analysis to determine probability of future overflows and system capacity to manage stormwater events, and communicate results to all major stakeholders.</td>
<td>Under Development Onsite Improvements: Under construction (Haskell) Offsite Improvements: Design and permitting May-Aug 2018; Construction completed 2019 (Haskell)</td>
</tr>
<tr>
<td>4.1.5 Suggest the College implement a drainage study for determining the capability of their stormwater system for handling high storm flows. Through the study, discover opportunities to improve capacity and understand ramifications of their stormwater capacity in managing large storms.</td>
<td>By others</td>
</tr>
<tr>
<td>4.1.6 Independently review the capability of WAM to provide the functions needed for water and wastewater plant operations.</td>
<td>Under Development Tajauanda May, WRD Computer Res. Mgr. Jacobs, Wastewater System Program Management</td>
</tr>
<tr>
<td>4.1.7 Update and configure the Laboratory information management system (LIMS) Element module to eliminate manual processing and monitoring. Assign technical support from Automated System Management (ASM) to directly support Element and Linko with guidance by Environmental Compliance Division (ECD) staff. Integrate scientific requirements with Information Technology (IT) functionality.</td>
<td>Under Development Tajauanda May, WRD Computer Res. Mgr. Jacobs, Wastewater System Program Management</td>
</tr>
<tr>
<td>4.1.8 Discontinue ECD’s utilization of the WAM system and monitor work with Element module and Linko systems.</td>
<td>Under Review Review team: WRD, DOTS, Debbie Volk</td>
</tr>
<tr>
<td>4.1.9 Establish a process for integrating water intersection drawings in Computer Aided Design and Drafting (CADD) with Geographic Information Systems (GIS). As a priority, assign additional resources to eliminate CADD backlog and expedite a systematic review by an engineer and publish monthly.</td>
<td>Under Development Nicole Allen, ECID APWA Accreditation Program Jacobs, Wastewater System Program Management</td>
</tr>
<tr>
<td><strong>4.2 Planning Recommendations</strong></td>
<td></td>
</tr>
<tr>
<td>4.2.1 Develop specific goals and objectives for all groups, including quantifiable efficiency and effective performance measures, which link to the vision and mission statements with employee teams providing input.</td>
<td>Under Development Jacobs, Integrated Water Resources Master Plan</td>
</tr>
<tr>
<td>4.2.2 Retain engineering support for a complete independent and external cost/benefit evaluation of the Cosme Water Treatment Facility. This would include the review of various options for supplying potable water by conducting a financial analysis with benefits and cost. Benchmark against other Tampa Bay Water agencies’ water treatment facilities approach and differentiate their process methods.</td>
<td>Under Development Jacobs, Integrated Water Resources Master Plan</td>
</tr>
<tr>
<td>4.2.3 Develop a plan to provide the ability for direct flow measurement along distribution pipelines from the Cosme Water Treatment Facility to pump stations. This will allow for additional monitoring and inspection capability.</td>
<td>Under Review Jacobs, Integrated Water Resources Master Plan</td>
</tr>
<tr>
<td>4.2.4 Develop and implement an integrated system of generators on the main campus that support each other.</td>
<td>FY19 Budget: Facilities Master Plan Raul Quintara, ECID</td>
</tr>
<tr>
<td>4.2.5 Fund and implement physical improvements to ECD infrastructure. This would include moving the emergency support generator, insulating building, and updating the environmental control systems. Consider enhancement of facility to house all ECD employees in one location.</td>
<td>FY19 Budget: Facilities Master Plan Raul Quintara, ECID</td>
</tr>
<tr>
<td>4.2.6 Publish evaluation impact of the Albert Whitted Water Reclamation Facility (AWWRF) closing. Perform an external capacity analysis study confirming adequacy of new improvements to meet future storm flows. Evaluate if these improvements will reduce collection system wet weather overflows.</td>
<td>Under Development Jacobs, Wastewater System Program Management</td>
</tr>
<tr>
<td>4.2.7 Retain external support for a complete and updated cost benefit analysis of the waste to energy (bio-solid) project. Document the actual cost/benefit for implementing the project at the SWWRF.</td>
<td>Under development</td>
</tr>
<tr>
<td>4.2.8 Establish a program to include incentives for encouraging all users to replace Orangeburg pipe laterals with approved material.</td>
<td>Under Development Private lateral program P2 project (private lateral pilot study)</td>
</tr>
<tr>
<td>4.2.9 Define activities with accomplishment units for all work performed to allow for unit cost and productivity determination, monitor utilizing employee teams.</td>
<td>Under Development Process Improvement and Asset Management committees (see 4.1.1) APWA accreditation program deliverable</td>
</tr>
</tbody>
</table>
4.3.7 The ECD group should fill the Manager and Laboratory Supervisor positions to allow proper supervision of the laboratory. Integrate directly within the WAM system. Monitor non-compliance with SOPs for safety, quality control and compliance with the City's process. Facilitate with a training program that includes mandatory personnel and customer service courses.

4.3.5 Establish a technical skills training program for employees, and management skills training for management. Utilize City standard guidelines/policies for position selection, promotion and direction. All employees should share any results and propose initial action plans and quarterly updates for addressing concerns.

4.3.4 Public Works/Water Resources leadership should establish a systematic quarterly methodology for connecting with employees to ensure unfiltered input and real feedback. In addition, leadership should share any results and propose initial action plans with quarterly updates for addressing concerns.

4.3.3 Develop detailed performance plans for major key assets - Water Reclamation Facilities, Cosme Water Treatment Facility, pumping stations and elevated tank. Include service levels, work needs and costs.

4.3.2 Simplify the Technical Services Division into three groups - Engineering, Facilities, and Environmental Support.

4.3.1 Transition and simplify organization in the future to have three or four major functions reporting to the Director - Water, Wastewater, Technical Support and/or Administration. Facilitate with a team to consider a simplified organizational structure. Consider combining Water Maintenance and Water Treatment and Distribution under one Assistant Director. Combine Wastewater Collection, Water Reclamation Facilities and ECD under another, as well as Technical Services and Environmental Compliance.

4.2.18 Develop a detailed performance plan for major key assets - Water Reclamation Facilities, Cosme Water Treatment Facility, pumping stations and elevated tank. Include service levels, work needs and costs.

4.2.17 Establish the capability for developing performance based work plans and budgets, with integration of WAM data. This would include performance measures directly linked to financial, labor, and equipment resources. Plan for each organizational unit based on the level of service, inventory and productivity, linked to a quality standard by activity. Provide annual performance plans to Public Works Administrator and City Leadership.

4.2.16 Develop long-term budgets for both proactive and lifecycle replacement for water distribution and wastewater collection systems. Annually report the current lifecycle status versus desired to City Leadership.

4.2.15 Identify actual equipment rates for each equipment class that includes all costs of repair and maintenance, fuel and fluids, replacement, and use. "Out of yard" hours for each piece should be tracked in WAM. Annual reviews should occur on low usage and high unit cost equipment for consideration of retention with justification provided to the Public Works Administrator.

4.2.14 Develop two overhead rates that reflect the City’s actual cost. Develop an avoidable overhead cost and use as a default value in WAM. A second overhead rate should be used for external billing and reimbursement. In addition, develop an annual process to update the rates and use in WAM for job costing.

4.2.13 Populate and maintain condition assessment data within the WAM/GIS database. Use data for planning and prioritization of needs for maintenance, rehabilitation, and capital projects. The remaining three (3) groups are Automated Systems, Business Services and Environmental Compliance.

4.2.12 Determine and maintain a replacement value of all infrastructure assets within the WAM database. Update and populate all existing asset inventories within WAM and/or GIS. Establish procedures to maintain and quality control current values and attributes. Establish quarterly meetings with all Divisions to receive input on accuracy and quality of data.

4.2.11 Establish levels of service with effort for each infrastructure asset based on condition, available resources, costs, and desires of the City.

4.2.10 Annually establish and update work guidelines and SOPs for all major activities within all groups, except for ECD. Include anticipated production rates, crew mix, resources, methodology and quality control steps utilizing employee teams. Integrate directly within the WAM system. Monitor non-compliance with the SOPs safety shoring and develop methods to help ensure adherence.

Completed

Completed

Completed

Completed

Completed

Completed
Crosswalk Correlation between Budget and WRD Management Study Recommendations

<table>
<thead>
<tr>
<th>WRD Management Study Recommendations (2017)</th>
<th>2018 Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3.8 The City should evaluate opportunities to share resources across all Divisions including maintenance, operations, equipment, laboratory, and instrumentation.</td>
<td>Under Development Enterprise Services Senior Manager (currently accepting applications) will be responsible for implementation</td>
</tr>
<tr>
<td>4.3.9 Staffing and equipment projections should be based upon work needs and production rates using an established performance plan. Process should be automated within WAM and reviewed annually based on need.</td>
<td>Under Development Asset Management committee (see 4.1.1) Integrated Water Resources Master Plan</td>
</tr>
<tr>
<td>4.3.10 Establish super-users group to increase training, assist in configuration and enhance GIS and WAM skills within the Department collaborating with other City employees.</td>
<td>Completed Two (2) groups established and performing: WAM and GIS</td>
</tr>
<tr>
<td>4.3.11 Standardize and document the use of overtime and provide equal transparent process for those having skills to respond to after hours or specialty needs. Lower level staff should be trained so that they may be utilized for on-call and response. Only dispatch supervisors to address more complex issues.</td>
<td>Under Development Mostly implemented as of May 2018. Training Committee (see 4.1.1) is identifying skill gaps and training opportunities.</td>
</tr>
<tr>
<td>4.3.12 Establish benchmarks for overtime (OT), worker compensation (WC), Family Medical Leave Act (FMLA) and monitor monthly for all Divisions, comparing to other agencies. Evaluate impact on operations and report to the Public Works Administrator.</td>
<td>Under Development Monthly monitoring is being performed. Benchmark development will take time to gather data.</td>
</tr>
<tr>
<td>4.3.13 Develop, document and implement a complete succession plan for all groups with input from employee teams. Focus on ensuring skills, experience, education and training are all considered in this process and not only length of service.</td>
<td>FY19 Budget Increase for: Three (3) New Positions (Accounting Tech, Chemist I, Water Treatment Operator IV)</td>
</tr>
<tr>
<td>4.3.14 All supervisors and managers should be trained on management skills to be updated annually, as well as on the methodology and capabilities of WAM and linked GIS. This should be a requirement of promotion and part of an employee’s annual review.</td>
<td>FY19 Budget increase for: Training and Conference Travel (S330310) Training Fees (S330320)</td>
</tr>
<tr>
<td>4.3.15 Fully develop and implement public information sharing by marketing accomplishments of the Department to others and providing information to the Mayor’s office and the public.</td>
<td>Under Development Socrata Website being developed by Deborah Volk (Mayors Office, Statistics Coordinator)</td>
</tr>
<tr>
<td>4.3.16 Evaluate and stock inventory based on actual needs, optimizing inventory by using industry benchmarks. Establish proper accountability and security functions. Consider centralizing and reducing inventories to a controlled location that is shared with other Departments.</td>
<td>Under Development Necessity of satellite inventory staging has been confirmed Evaluation of water resources inventory optimization has not been assigned.</td>
</tr>
<tr>
<td>4.3.17 Establish a systematic procedure to assess future contracting candidates following documented City maintenance and operations strategic objectives.</td>
<td>Under Development (see 4.2.17) Process Improvement committee (see 4.1.1) Integrated Water Resources Master Plan</td>
</tr>
<tr>
<td>4.4 Directing / Scheduling Recommendations</td>
<td></td>
</tr>
<tr>
<td>4.4.1 Work shifts should be established based on specific work needs. The number of shifts should be standardized. An external evaluation on the benefits to the City should be conducted with employee team involvement, documenting the negative and positive benefits of each work shift.</td>
<td>Under Development Work shifts have been evaluated internally for two maintenance divisions and a change from 4 ten hour days to 5 eight hour days has taken place. The next evaluation will be performed for the wastewater facilities.</td>
</tr>
<tr>
<td>4.4.2 The City should dedicate resources to establish and document complete preventive maintenance programs utilizing the WAM database. Integrate all nonoperational routines within WAM and utilize proactively for planning, scheduling, and controlling work.</td>
<td>Under Development Asset Management committee (see 4.1.1) Integrated Water Resources Master Plan</td>
</tr>
<tr>
<td>4.4.3 Define and document priority assignment procedure for all service requests based on need, safety, and risk to the public. Attempt to identify all work to be performed at least two weeks in advance unless an emergency.</td>
<td>Under Development Work now being planned at least 4 to 6 weeks in advance in coordination with ECID and SPTO</td>
</tr>
<tr>
<td>4.4.4 Fully develop and implement a two-week scheduling procedure, related to annual work plans and routine processes. All projects and non-operational routines should be fully scheduled based on productivity and SOP’s. Develop a process to establish accountability of supervisors for adherence to schedule and accounting for items not completed.</td>
<td>Under Development Process Improvements Committee (see 4.1.1) Work now being planned at least 4 to 6 weeks in advance in coordination with ECID and SPTO</td>
</tr>
<tr>
<td>4.5 Controlling / Improving Recommendations</td>
<td></td>
</tr>
<tr>
<td>4.5.1 All groups should standardize tracking of labor, equipment, and materials by activity, linking to a specific asset or location.</td>
<td>Under Development Asset Management committee (see 4.1.1) Integrated Water Resources Master Plan</td>
</tr>
<tr>
<td>4.5.2 Standardize reporting procedures, minimizing the number of databases being used for data compilation. Account for one hundred percent (%) of employee time in the system. All non-divisional work costs should be recovered, or at least identified with cost determined.</td>
<td>Under Development Process Improvements Committee (see 4.1.1) Two (2) new positions (Senior Operation Analyst and Operations Analyst) FY18 budget</td>
</tr>
<tr>
<td>4.5.3 Track and document all effort to remark utility locations and coordinate with contractors and other major utilities to minimize re-work.</td>
<td>Not yet initiated</td>
</tr>
<tr>
<td>4.5.4 Utilize enhanced supervisory control and data acquisition (SCADA) capabilities to reduce redundancy of manual data recording for key processes in water and wastewater. Require operator involvement in all SCADA modifications with signoff by appropriate supervisor.</td>
<td>FY19-21 Budgets increased for: Enhanced SCADA capabilities</td>
</tr>
<tr>
<td>4.5.5 Integrate existing systems with WAM to automate work order tracking. Assign technical staff to utilize direct input from each group to configure systems for all functional users.</td>
<td>Under Development WAM Operations Analysts in each division and the WAM working group are addressing this recommendation.</td>
</tr>
<tr>
<td>4.5.6 Establish a documented field work quality review process for closing work orders and confirm work performance meets guidelines with a sampling of the work accomplished. Include identified actions to be taken to ensure compliance with established quality guidelines. Attempt to minimize the amount of work orders by geographically grouping.</td>
<td>Under Development WAM Operations Analysts in each division and the WAM working group are addressing this recommendation.</td>
</tr>
</tbody>
</table>
## Crosswalk Correlation between Budget and WRD Management Study Recommendations

<table>
<thead>
<tr>
<th>WRD Management Study Recommendations (2017)</th>
<th>2018 Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.5.7</strong> Develop, implement and report results of quantifiable customer service performance measures in such areas as service complaints, call-center indicators, and water and wastewater service disruptions. Include benchmark comparisons in annual reports and provide to Public Works Administrator and City Leadership.</td>
<td>Under Development Processes Improvement Committee (see 4.1.1) Socrata webpage (Deborha Volk) Two new FY18 positions (Senior Operation Analyst and Operations analyst) will have this as a key duty.</td>
</tr>
<tr>
<td><strong>4.5.8</strong> All groups should produce a monthly report prepared in a similar format. Establish a monthly meeting within each group with the Department Manager present to review WAM data for establishing accountability with all teams. Report results to Department Director and Public Works Administrator.</td>
<td>Under Development Processes Improvement Committee (see 4.1.1) Socrata webpage (Deborha Volk) Two new FY18 positions (Senior Operation Analyst and Operations analyst) will have this as a key duty.</td>
</tr>
<tr>
<td><strong>4.5.9</strong>Establish a continuous improvement process with quarterly updates. Provide an annual State of Operations report to the Public Works Administrator that compares planned activities' work days, accomplishment, total costs, and unit costs, versus actual efforts for all groups. Provide a State of Operations report annually to City Leadership with non-compliance identified.</td>
<td>Under Development Processes Improvement Committee (see 4.1.1) Socrata webpage (Deborha Volk) Two new FY18 positions (Senior Operation Analyst and Operations analyst) will have this as a key duty.</td>
</tr>
</tbody>
</table>