

**ST. PETERSBURG CITY COUNCIL
BUDGET, FINANCE & TAXATION COMMITTEE**

AGENDA

April 12, 2018
8:00 am – City Hall – Room 100

Members: Charlie Gerdes, Chair, Ed Montanari, Vice Chair, Darden Rice, Amy Foster

Alternate: Gina Driscoll

Support Staff: Kewa Wright, Administrative Aide to City Council

A. Call to Order

B. Approval of Agenda

C. Approval of Minutes

1. March 22, 2018

D. New/Deferred Business

1. April 12, 2018

- a. 2018 Management Evaluation – Sanitation Department – Draft Scope of Work (**Brad Scott**)
- b. Social Action Funding – Continued Discussion (**Theresa Jones**)

F. Upcoming Meetings Agenda Tentative Issues

1. April 26, 2018

- a. St. Petersburg Housing Authority's Request for Funding for Jordan Park (**Rob Gerdes**)

G. New Business Item Referrals

H. Adjournment

ST. PETERSBURG CITY COUNCIL
BUDGET, FINANCE & TAXATION COMMITTEE

Minutes

March 22, 2018

8:00 – City Hall – Room 100

Present: Chair Charles Gerdes, Vice Chair, Ed Montanari, Amy Foster, Darden Rice and Gina Driscoll (alternate)

Also: Council Member Steve Kornell, Chief Assistant City Attorney, Jeannine Williams; Assistant City Administrator, Tom Greene; Chief Financial Officer, Anne Fritz; Controller, Erika Langhans; Assistant City Attorney, Brett Pettigrew; Assistant City Attorney, Macall Dyer; Administrative Aide to City Council, Kewa Wright; Senior Deputy City Clerk, Cathy E. Davis

A. Call to Order

Chair Gerdes called the meeting to order at 8:01 am with the above persons present.

B. Approval of Agenda

CM Foster made a motion that the agenda be approved. All were in favor of the motion.

C. Approval of Minutes – March 8, 2018

CM Montanari made a motion that the minutes be approved as written. All were in favor of the motion.

D. New/Deferred Business

1a. External Audit Report

Ms. Fritz provided a brief introduction of the auditors from Cherry Bekaert, which included Mr. Scott Anderson, Director, Ms. Lauren Strobe, Senior Manager, and Johan Martinez. Mr. Anderson started the presentation by providing a brief overview of the Key Highlights of the audit as it relates to Opinions, Other Deliverables, Internal Controls, SAS 114 and Other Matters. Mr. Anderson explained the purpose of the CAFR (Comprehensive Annual Financial Report), which is to ensure the City's internal controls are in compliance with certain laws and regulations.

Ms. Strobe discussed the Internal Controls within the Financial Statements, which include: significant transaction cycles, testing of internal controls, journal entries/significant transactions and IT controls. Ms. Strobe discussed the Significant Audit Areas which include, assets, liabilities and other areas. She also discussed the two grants selected for auditing, which was the CDGB Entitlement Grant Cluster (Federal Major Programs) and the Wastewater Treatment Facility Construction (State Major Projects). The purpose of the single audit is to ensure verified compliance with grant agreements.

Mr. Martinez discussed the financial results of the general fund revenues and the proprietary funds operating revenues. From 2016 -2017, the general fund had the following increases: revenue increased by \$12 million, expenditures increased by \$13 million and the general fund balance increased by \$2 million (including results of other financing sources and uses). In regards to the proprietary funds, the following increased from 2016-2017: operating revenues increased by \$7 million, and operating expenses increased by approximately \$1 million.

In continuing with the financial results, Ms. Strobe shared that the City invested \$1.3 billion in capital investments, with 29% in governmental activities.

In summary, Mr. Anderson noted that the audit had clean opinions, full cooperation with management, no adjustment journal entries, one past audit adjustment entry (related to Tropicana Field), no internal control finding and the overall internal controls were good.

In the CAFR (Statement of Revenues and Expenditures), CM Montanari inquired about the transfers in and transfers out and where does the OPED (Other Post Employment Benefit) fall within those numbers. Mr. Anderson and Ms. Langhans explained.

CM Montanari inquired about the spike in Notes Payable within the last 3 years as it relates to the Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position. Ms. Fritz explained.

CM Montanari inquired about the financial health of the City as it compares to the spike in total liabilities within the last 3 years. Ms. Fritz explained that in her opinion the City overall is in excellent financial shape (i.e. planned projects with dedicated revenue sources, strong bond ratings and zero general obligation debt). She did explain that a new accounting standard to recognize Other Post-Employment Benefits (OPEB) will require the City to book a liability for the total actuarial liability calculated, similar to how the new pension standards were required to do several years ago. However, in this instance, the City has not accumulated amounts in trust like the pension plans, and will have to record the liability in the financial statements.

CM Rice requested clarification on the increase in OPED liability and post-employment retirement. Ms. Fritz and Mr. Anderson explained.

CM Gerdes thanked the auditors and City staff for their due diligence in scrutinizing our system. As a result the City has had 6 years of clean, unmodified reports.

1b. Review Recommended Investment Policy Changes

Attorney Pettigrew provided a brief history of the investment fund for the Gizella Kopsick Arboretum Palms and Cycads. The City Beautiful Commission is now requesting that the third-party manager of these funds be eliminated and the funds be managed pursuant to the City's Alternative Investment Policy.

CM Foster made a motion to approve the resolution to support amending the City's Alternative Investment Policy concerning funds used to support the Gizella Kopsick Arboretum Palms and Cycads. All were in favor of the motion.

Ms. Fritz provided the committee with a list of recommended changes to the Alternate Investment Policy as requested by the Investment Oversight Committee. There was some discussion as it relates to how negotiable credits are awarded, and how the City buy and sell investments.

CM Montanari made a motion to approve the resolution amending the Alternate Investment Policy. All were in favor of the motion.

E. Upcoming Meetings Agenda Tentative Issues

1. April 12, 2018

- a. 2018 Management Evaluation – Sanitation Department – Draft Scope of Work (**Brad Scott**)
- b. Social Action Funding Program – Continued Discussion (**Theresa Jones**)

3. April 26, 2018

- a. St. Petersburg Housing Authority's Request for Funding for Jordan Park (**Rob Gerdes**)

F. New Business Item Referrals

G. Adjournment

There being no further business, the meeting was adjourned at 9:13 am.

RESOLUTION NO. 2018-_____

A RESOLUTION CONCERNING FUNDS USED TO SUPPORT THE GIZELLA KOPSICK ARBORETUM—PALMS AND CYCADS; CHANGING EXISTING CITY POLICIES FOR THE ADMINISTRATION OF THOSE FUNDS, AS REQUESTED BY THE CITY BEAUTIFUL COMMISSION; SUPPORTING AMENDMENT OF THE CITY’S ALTERNATIVE INVESTMENT POLICY TO REFLECT THOSE CHANGES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, on July 18, 1961, the City commission now known as the City Beautiful Commission (“CBC”) was established for the purpose of formulating a unified beautification program and advising the City Council in matters pertaining to the beautification of the City; and

WHEREAS, on May 16, 1977, the City dedicated a palm arboretum adjacent to North Shore Park, which started out with approximately 60 palms and has since grown into a world-renowned collection of 500 palms and cycads that represent more than 150 species from around the globe (the “**Arboretum**”); and

WHEREAS, on June 16, 1977, pursuant to resolution 77-608, the Arboretum was officially named the “Gizella Kopsick Palm Arboretum” in recognition of a gift made to CBC, for the benefit of the City, by Ms. Gizella Kopsick, a longtime supporter of City beautification efforts; and

WHEREAS, on March 20, 1980, pursuant to resolution 80-300, City Council directed that proceeds from a recent gift of stock made by Mrs. Frank Holland be designated for the sole purpose of supporting the Arboretum; and

WHEREAS, on February 25, 1993, pursuant to resolution 93-164, City Council established a policy for the administration for gifts received for the benefit of the Arboretum, including those already received from Ms. Kopsick and Mrs. Frank Holland (the “**1993 Policy**”); and

WHEREAS, the 1993 Policy required that all funds designated for the support of the Arboretum, including those held at that time by CBC for the benefit of the City, be transferred

into City-controlled accounts, with \$50,000 of those funds placed into the “Gizella Kopsick Palm Arboretum Nonexpendable Trust Fund” (the “**Investment Fund**”) and the remainder placed into the Gizella Kopsick Palm Arboretum Expendable Trust Fund” (the “**Operating Fund**”); and

WHEREAS, the 1993 Policy required that all investment returns from the Investment Fund be deposited into the Operating Fund to be expended for the sole purpose of enhancing the Arboretum; and

WHEREAS, the 1993 Policy authorized the Investment Fund to be invested separately from the City’s pooled investments under the direction of a third-party investment manager appointed by City Council after taking into account recommendations from CBC; and

WHEREAS, CBC has now determined that a third-party investment manager is no longer appropriate for the Investment Fund and has requested that the Investment Fund be managed by the City’s Finance Department, with continued input from CBC; and

WHEREAS, CBC has also requested that a portion of the investment returns generated by the Investment Fund be reinvested in the Investment Fund on a regular basis for the purpose of increasing the income-generating potential of the Investment Fund; and

WHEREAS, CBC has also requested that the official names of the Investment Fund and the Operating Fund (collectively, the “**Funds**”) be changed to reflect the fact that the name of the Arboretum was changed to the “Gizella Kopsick Arboretum—Palms and Cycads” in 2015, pursuant to ordinance 152-H; and

WHEREAS, the City’s Investment Oversight Committee supports amending the City’s Alternate Investment Policy to accommodate those requests from CBC; and

WHEREAS, the City Council now desires to change the City’s existing policies for administering the Funds, as requested by CBC, and support amendment of the Alternate Investment Policy for the purpose of carrying out those changes.

NOW, THEREFORE, the City Council of the City of St. Petersburg, Florida, resolves the following:

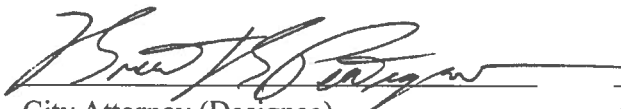
- 1. Administration of Funds:** The City shall administer the Funds as follows, with these provisions reflected in the City’s Alternative Investment Policy as appropriate:
 - (a) The Investment Fund will be known officially as the “Kopsick Arboretum Investment Fund,” and the Operating Fund will be known officially as the “Kopsick Arboretum Operating Fund.”

- (b) The City's Finance Department shall manage investment of the Investment Fund in accordance with this resolution and the City's Alternate Investment Policy, taking into account any input provided by CBC.
- (c) The original donors to the Investment Fund did not prohibit expenditure of their donations, and the Investment Fund does not qualify as an "endowment fund" under the Florida Uniform Prudent Management of Institutional Funds Act, codified in Florida Statutes section 617.2104. Nonetheless, the City has historically elected to treat the Investment Fund as if only the investment returns from the Investment Fund were expendable, and the City shall continue to do so until otherwise directed by resolution of City Council, taking into account any input provided by CBC.
- (d) Investment returns from the Investment Fund must be (i) reinvested in the Investment Fund, (ii) transferred to the Operating Fund, or (iii) allocated proportionally between such reinvestment and transfer. The Alternate Investment Policy will determine the frequency with which this allocation occurs and the proportion of investment returns allocated to reinvestment and to transfer. Accordingly, following adoption of this resolution, the Alternate Investment Policy must provide that, on a quarterly basis, 20% of investment returns be reinvested in the Investment Fund and 80% of investment returns be transferred to the Operating Fund. Such frequency and proportion may be changed from time to time by an amendment of the Alternate Investment Policy approved by resolution of City Council, taking into account any input provided by CBC.
- (e) CBC retains all presently existing authority to direct expenditures made from the Operating Fund, subject to (i) all applicable law, resolutions of City Council, and City policy and (ii) the continuing requirement that any expenditures from the Operating Fund must be used for the operation, maintenance, or enhancement of the Arboretum.

2. Supersedes Existing Resolutions: This resolution and any provision of the Alternative Investment Policy authorized by this resolution supersede any previous resolutions by City Council concerning the Funds.

This resolution will become effective immediately upon adoption.

Approved as to form and content:


 City Attorney (Designee) _____ Administration

RESOLUTION NO. 2018- ____

A RESOLUTION APPROVING AN AMENDMENT TO THE ALTERNATE INVESTMENT POLICY DATED DECEMBER 18, 2014, TO ADD THE KOPSICK ARBORETUM INVESTMENT FUND, CERTAIN DONATION FUNDS, AND NEGOTIABLE CREDIT HOLDINGS TO SUCH POLICY, TO PROVIDE THAT THE INVESTMENT OVERSIGHT COMMITTEE REVIEW THE AMOUNT OF THE WATER COST STABILIZATION FUND SUBJECT TO THIS POLICY ON AN ANNUAL BASIS, AND TO CHANGE FINANCE DIRECTOR'S TITLE; APPROVING AN AMENDMENT TO THE CITY'S INVESTMENT POLICY- MUNICIPAL FUNDS DATED DECEMBER 18, 2014, TO CHANGE FINANCE DIRECTOR'S TITLE; AUTHORIZING THE CHIEF FINANCIAL OFFICER TO MAKE NON-SUBSTANTIVE CHANGES TO THE ALTERNATE INVESTMENT POLICY AND THE CITY'S INVESTMENT POLICY - MUNICIPAL FUNDS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, on December 18, 2014, City Council approved the Alternate Investment Policy, which set forth the investment policy, objectives, and guidelines for the Preservation Fund (Weeki Wachee Fund), Environmental Preservation Fund, and 25% of the Water Cost Stabilization Fund; and

WHEREAS, Administration desires to amend the Alternate Investment Policy to add the Kopsick Arboretum Investment Fund, Certain Donation Funds, and Negotiable Credit Holdings to such policy, to provide that the Investment Oversight Committee ("IOC") review the amount of the Water Cost Stabilization Fund subject to this policy on an annual basis, and to change Finance Director's title; and

WHEREAS, the proposed amendments to Alternate Investment Policy were provided to the IOC and the Budget Finance & Taxation Council Committee (BF&T) for review and approval; and

WHEREAS, the IOC and BF&T recommended approval of the amendments to the Alternate Investment Policy; and

WHEREAS, Administration also desires to amend the City's Investment Policy - Municipal Funds dated December 18, 2014, to change Finance Director's title; and

WHEREAS, Alternate Investment Policy and City's Investment Policy - Municipal Funds may need to be further modified as warranted by conditions, subject to City Council approval.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of St. Petersburg, Florida, that an amendment to the Alternate Investment Policy dated December 18, 2014, to add the Kopsick Arboretum Investment Fund, Certain Donation Funds, and Negotiable Credit Holdings to such policy, to provide that the Investment Oversight Committee review the amount of the Water Cost Stabilization Fund subject to this policy on an annual basis, and to change Finance Director's title is hereby approved by this Council.

BE IT FURTHER RESOLVED that an amendment to the City's Investment Policy – Municipal Funds dated December 18, 2014, to change Finance Director's title is hereby approved by this Council.

BE IT FURTHER RESOLVED that the Chief Financial Officer is authorized to make non-substantive changes to the Alternate Investment Policy and City's Investment Policy – Municipal Funds to correct typographical errors, ensure consistent terminology, and clarify provisions of the policies to conform to City Council's direction.

This resolution shall become effective immediately upon its adoption.

Approved as to form and content:



City Attorney (Designee)
366903

**BUDGET, FINANCE AND TAXATION COMMITTEE
PENDING/CONTINUING REFERRALS**

BUDGET, FINANCE AND TAXATION COMMITTEE							April 12, 2018
Topic	Return Date	Date of Referral	Prior Meeting	Referred by	Staff	Notes	
2018 Management Evaluation	4/12/2018 7/12/2018 ky7/26/2018	Annual	10/12/17 1/25/18	Ordinance	Brad Scott	Committee decided to discuss after the 2017 elections and discuss in Feb. 2018. Staff will present a list of all City department accreditation. 1/25/18: Staff will come back with a draft scope of work for the Sanitation Department	
Social Action Funding Program	4/12/18	Annual	3/8/18		Theresa Jones	Theresa to come back on 4/22 to discuss funding priorities	
St. Petersburg Housing Authority Requesting Funding for Jordan Park	4/26/18				Rob Gerdes		
Quarterly Financial Reports	Q2: 5/10/18 Q3: 8/9/18 Q4: 11/15/18	Quarterly	Q1: 2/8/18	City Council	Anne Fritz Tom Greene		
Quarterly Grant Reports	Q2: 5/31/18 Q3: 8/23/18 Q4: 11/29/18	Quarterly	Q1: 2/22/18	City Council	Shrimatee Ojah- Maharaj		
Quarterly Report - SBE contracts	Q2: 5/31/18 Q3: 8/23/18 Q4: 11/29/18		Q1: 1/11/18	Ordinance	Jessica Eilerman	8/24/17 - Ordinance 293-H - quarterly reports to BFT	
Draft Consolidated Plan and Proposed Budget. Approval of draft for publication and comment	6/14/2018						
2019 Management Evaluation	10/11/18	Annual		Ordinance	Brad Scott		
2019 Health Insurance Renewal and Status update on current year health plan	12/13/18	Annual		BF&T	Chris Guella and Vicki Grant		

Policy change in where we allocate revenue generated from foreclosure auctions and/or disposal of City owned properties	TBD				Amy Foster		Referred at the 2/15 Council Meeting
Audit of Jordan Park	TBD				Steve Kornell		Referred at the 3/1 Council Meeting
A discussion for City staff to develop an Action Plan to address the inequity in contracts awarded through the SBE program	TBD				Gina Driscoll		Referred at the 3/15 Council Meeting
A broad discussion supporting small business and outreach	TBD				Lisa Wheeler-Bowman		Referred at the 4/5 Council Meeting
Abroad discussion regarding strong community benefits in agreements with developers, enacting ordinances and policies and other methods to establish baseline community benefits for future projects					Lisa Wheeler-Bowman		Referred at the 4/5 Council Meeting
Discussion of exceptions for legal defense fund suggested by Free Speech for People and process for retaining outside legal counsel	TBD	11/2/17			Kennedy		
Refer PILOF discussion	TBD	1/26/17	8/17/17		City Council - COW 1/26/17	Kornell	Motion for FY19 initial budget presentation to include alternative to a proposed budget.

Customer Assistance Programs for Utilities	TBD (still working on it)			10/26/17		Kim Streeter	CM Gerdes a motion made to ask Administration to look into increased marketing for the voluntary assistance programs to rate payers, increased marketing for the one day a week garbage pick-up and re-implementing the LIFT-UP program
Utility Rate Study	TBD			7/27/17 9/28/17 11/9/17		Claude Tankersley/Anne Fritz	Administration to come back with marketing process and program options.
Water Utility Rates	TBD					Claude Tankersley	
Minority Business Enterprise and consideration of a disparity study	TBD	8/24/17		1/11/18 2/22/18	Montanari	Louis Moore	8/24/17 referral from Public Hearing - SBE Ordinance. 1/11/18: Will develop a scope of work and return in 6 weeks, 2/22/18: Vendor is slated to be selected in Aug/Sent
Discussion for use of Tourist Development Tax, including Arts Funding - Follow-up	TBD	8/21/14			City Council	Joe Zeoli	Meeting to include David Downing of the TDC. Gerdes to follow-up
2019 Property Insurance Renewals	Mar-19	Annual				Blaise Mazzola/Chris Guella	
External Audit	Mar-19	Annual				Anne Fritz	

BUDGET, FINANCE & TAXATION COMMITTEE
WEEKI WACHEE PROJECT LIST

April 12, 2018

TOPIC	DATE REFERRED	REFERRED BY	RETURN DATE	STAFF RESPONSIBLE	SPECIAL NOTES
Youth Sports Field at Thurgood Marshall Middle School	10.06.16	CM Wheeler-Bowman	TBD	McBee/Jefferys	
Maximo Park Project	05.12.11	Kornell	TBD	McBee/Jefferys	Referred to COW on 7/14/16 Scheduled COW on 7/28/16 \$150,000 allocated by council on 8/4/16



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CITY OF ST. PETERSBURG

Rick Kriseman, Mayor

Office of the City Auditor

Bradley H. Scott, City Auditor

To: **Budget, Finance & Taxation Committee**

From: Bradley H. Scott, City Auditor 

Date: April 12, 2018

Re: **FY2018 Management Evaluation – Sanitation Department
Scope of Services Approval and Authorization to Issue RFP**

Section 4.05(b)(1) of the City Charter states; *“City Council, at any time, shall be permitted to conduct a management evaluation, by a professional consultant, of the administrative activities of the City, or any portion thereof, under the direction of City Council. At least once every two years the City Council shall discuss and make a decision as to whether or not any such an audit is needed. The management evaluation and all reports and recommendations shall be directed to the Council.”*

At the January 25, 2018 Budget Finance & Taxation meeting, the committee discussed and selected the Sanitation Department for the FY 2018 management evaluation. Attached for your approval is the draft Scope of Services (Appendix A) for this management evaluation.

Proposals will be evaluated by the Budget, Finance & Taxation Committee based on the following criteria:

- Experience of firm
- Qualifications and technical competence
- Capacity to accomplish the work
- Past Performance on similar contracts Schedule
- Schedule
- Cost or price

We are requesting your approval of the draft Scope of Work and authorization to issue the RFP.

If you have any questions please call me at 7978.

Attachment

cc: Mayor Rick Kriseman
Kanika Tomalin, Deputy Mayor/City Administrator
Tom Greene, Assistant City Administrator
Jacqueline Kovilaritch, City Attorney
Jeannine Williams, Chief Assistant City Attorney
Louis Moore, Procurement & Supply Management Director
Boriana Pollard, Office of the City Auditor

**Appendix A
Scope of Services
Sanitation Department**

DRAFT

Introduction

The city of St. Petersburg (City) is requesting proposals from qualified firms (“Offerors”) to conduct a management evaluation of the City’s Sanitation Department in accordance with Section 4.05 (b)(1) of the City Charter. That section states in part that *“City Council, at any time, shall be permitted to conduct a management evaluation, by a professional consultant, of the administrative activities of the city, or any portion thereof, under the direction of City Council. At least once every two years the City Council shall discuss and make a decision as to whether or not any such an audit is needed. The management evaluation and all reports and recommendations shall be directed to the Council.”*

The Offeror selected for the study should be knowledgeable in municipal waste management (Sanitation) services, management and operations.

Scope of Work to be Performed

Offeror shall provide all labor, materials, supervision, tools, equipment, facilities, and travel necessary to provide a management evaluation of the City’s Sanitation Department. Offeror’s services shall include, but are not limited to performing tests and analysis necessary, including interviews with employees at all levels of employment, to allow Offeror to evaluate the efficiency and effectiveness of the operations of the Sanitation Department, and to form an opinion and report on the department’s operations in the following areas and make recommendations on how they may be improved:

Mission and Goals: Has the department adopted a departmental mission (or vision) statement? Is the department’s mission compatible with the mission of the city? Is the department’s mission (or vision) stated clearly, concisely and in easily understandable terms and are employees aware of its mission? Has management set operational goals for the department? Are these goals congruent with each other? Do these goals directly support the mission? Are these goals stated in measurable terms (benchmarks)? Is there methodology used to help employees understand how their daily work contributes to the goals of their units and the overall mission of the department and the City?

Organization Structure: Is the organizational structure currently in place adequate to accomplish the department’s mission and/or goals? Is the department organized in such a way that missions and accountability are clearly defined without duplication and overlap of responsibility? Is the department organized to optimize integration, cooperation, and communication within the department as well as with other departments, other outside agencies, the Mayor and Council, and the citizens? Does the organizational structure for the department have the appropriate span of control and does it follow best practices? How does the organizational structure compare to other governmental units of similar size?

Staffing Levels: Is the staffing level adequate to maintain the service levels expected by our citizens and anticipated in the approved budget document? Are staffing levels adequate within each classification (i.e. drivers, servicemen, maintenance workers, inspectors, technicians, professional, specialists, supervisory, management, etc.)? Is the current staff turnover levels

appropriate for the department and how do these compare with other governmental units of similar size?

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Staff Qualifications: Are the staff members, including management, supervisory, office staff and operations staff qualified to carry out their duties as well as the City's policies and procedures? Do managers, supervisors and operations staff have the necessary education, licenses, and professional certifications to perform their duties? Do managers, supervisors and operations staff have the necessary experience and knowledge to perform their duties? Is the overall experience level of staff adequate? Do the skill sets and expertise levels of staff match up with the job skills required to perform their duties? Are there adequate growth opportunities in place for all staff including promotions and management opportunities and are these available to all staff on an equal basis? Is training of staff (both short term and long term) adequate for the required duties and is the opportunity for training available to all staff on an equal basis?

Management of Staff: Do managers and supervisors demonstrate strong leadership? Do they have credibility and the confidence of subordinates? Do managers and supervisors clearly communicate the City's and department's goals and objectives? Are these goals and objectives incorporated into daily tasks and action plans? Do managers and supervisors hold their subordinates accountable for meeting established goals, objectives, and expectations? Do managers and supervisors lead by example? Do managers and supervisors encourage change management throughout the department? Do managers and supervisors provide consistent coaching, counseling, and feedback to subordinates? Are work schedules (including the scheduling of routes) established to accomplish the goals and objectives of the department in the most efficient and effective manner? Are staff responsibilities determined in such a way as to reduce duplication of effort, both within the department and with other City departments? Is the distribution of assignments the most equitable and efficient? Does the department have a succession plan in place for management, supervisory and operational staff and does this plan include empowerment and/or training of current staff for these future roles?

Policies and Procedures: Are the City's (including departmental) policies and procedures as applied by the department adequate to provide for efficient and effective operations of the department? Are industry best practices being utilized by the department? Is the department's operating and/or CIP budget adequate for it to accomplish its mission?

Customer Service: Has the department clarified all the standards that are expected from our employees and are they agreed to as a management team? Does the department train employees in customer care and standards expected of them? Are *all* employees given the opportunity to put forward practical suggestions about how they feel customer care could be improved? Is customer satisfaction levels measured on a regular basis with feedback from typical customers? Is action taken where possible on customer suggestions/common complaints? Are employees kept informed about customer satisfaction and action being taken to improve it? Are employees who provide *'that little bit extra'* for excellent customer care rewarded.

Safety of staff: Are there adequate safeguards for staff on the job in all areas of the department? Is there an established on the job safety training program and is this program effective? Are there incentives in place to provide for greater safety of employees? Is the current safety program appropriate for the department and how does it compare to industry best practice and with other governmental units of similar size?

Equipment and Technology: Does the department effectively and proactively utilize technology to improve services, optimal scheduling and control costs? Does the department effectively maintain and utilize their equipment and plant facilities? Is the current technology utilized appropriate for the department and how do these compare with other governmental units of similar size?

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In addition to the above, the following are specific operational areas which the City feels should be addressed with this study:

- Evaluate the implementation of the recycling program to determine whether it was successful efficient and effective. Also review the progress and implementation plan to expand the recycling program for multi-family and business recycling. Does the department have the resources to expand the recycling program? What would be the timing on expanding the program? How does the City's recycling program compare with other governmental units of similar size?
- Evaluate the City's program for placing cameras inside Sanitation vehicles to determine its effectiveness. Should cameras only be utilized for safety purposes (i.e. new employees or employees with poor driving records)? Compare this program with other governmental entities of similar size, governmental structure and budget.
- Evaluate the departments operations, processes and policies. Identify best practices available for the operational processes of the department and compare these with other governmental entities of similar size, governmental structure and budget. Determine whether the City should be utilizing any of these best practices.
- Evaluate the departments current delivery model for solid waste and recycling pickup and compare to best practices and to other governmental entities of similar size, governmental structure and budget.

Report

Offeror shall provide twenty (20) hard copies and one (1) digital copy in PDF format on a USB flash drive of its management evaluation report to the City within 120 days (180 days if the Confidential Employee Survey is included) after execution of the agreement between the City and selected firm. The report shall show findings and recommendations, including an executive summary, related data tables, charts, graphs, and other statistical analysis or supporting documentation. Offeror shall be required to make a minimum of two oral presentations of its findings and recommendations to the Budget, Finance & Taxation (BF&T) Committee and City Council.

ADD ALTERNATE:

DRAFT

Sanitation Department Confidential Employee Survey

As a separate component of the management review, the City would like to receive pricing and methodology information for the Offeror to conduct a confidential survey of Sanitation employees to ascertain their attitude regarding the management and working environment in the department (including employee moral). The survey conducted should meet the following criteria:

- It will be based on a 100% sample of the employees in the department, with survey responses to be confidential.
- Survey responses are to be analyzed by several demographic groupings, to include at a minimum, race, gender, organizational unit (division, section), organizational level, and employee function (field worker, office worker, supervisor, etc.), and tenure with the department and organization.
- Areas of interest to be surveyed will include, but not be limited to employee attitude with regard to supervision, upper management, working and safety conditions, interpersonal relationships with other employees, opportunity for advancement, satisfaction with communication up and down the organizational hierarchy, satisfaction with resources needed to do the job, and other factors identified as important issues through interviews with department management, supervisors, and a sample of employees.
- A methodology to administer the survey to employees with limited reading and writing skills must be included.

The Offeror will be responsible for:

- Conducting preliminary research and interviews to determine the appropriate topics to survey.
- Designing and preparing the survey instrument.
- Disseminating surveys and collecting completed surveys.
- Performing data analysis of the surveys returned and reporting survey results by demographic groupings.
- Where appropriate, making recommendations for organizational changes or programs based upon survey findings.

The survey instrument developed shall become the property of the City of St. Petersburg and may be used by the City to conduct future surveys at the City's discretion. The City reserves the right to modify, alter, or revise the survey as it deems appropriate.

Offeror's responses should include:

- A proposed methodology for determining the appropriate areas to include in the survey.
- A proposed format for the survey.
- A description of the means by which the survey will be administered and the data collected.
- A description of the way in which the survey data will be analyzed.
- A description of how the data will be reported, and to whom.
- Consultant's experience in conducting similar surveys, with sample surveys included where possible.
- The cost to conduct the survey.

**Appendix B
Fee Summary**

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A completed copy of Appendix B should be included in Offeror's proposal submission Section D.

1. **Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for the Management Evaluation of the Sanitation Department. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix A.

Table 1: Fee Schedule

Description	Fixed Fee
Management Evaluation – Sanitation Department	\$
Total: Base Scope of Services	\$
Additive Alternate	
Employee Survey - Sanitation Department	\$
GRAND TOTAL	\$

2. **Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours for each discipline and calculated totals.

Table 2: Hourly Rates

Title/Service	Hourly Rate	Est. Hours	Total
	\$	hrs.	\$
	\$	hrs.	\$
	\$	hrs.	\$
	\$	hrs.	\$
	\$	hrs.	\$
GRAND TOTAL			\$

3. **Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs

Description	Qty.	Unit Price	Total
		\$	\$
		\$	\$
		\$	\$
GRAND TOTAL			\$



MEMORANDUM

TO: St. Petersburg City Council
Budget, Finance and Taxation Committee

FROM: Theresa D. Jones, Manager
Veterans, Homeless, and Social Services
Neighborhood Affairs

DATE: April 3, 2018

SUBJECT: Social Action Funding Program

This is a follow up to the presentation made on March 8th, requesting City Council's guidance on how the Social Action funding should be utilized as we prepare for the FY 2019 funding cycle. Eligibility for Social Action Funding has been limited to programs that provide homeless and homeless prevention services since 2011. And, during the November 15, 2017 meeting of the City's Social Services Allocation Committee, they voted to recommend to City Council that these funds again be restricted to programs that provide homeless/homeless prevention services.

However, during the March 8th BF&T presentation, City Council member Foster suggested that the Veterans, Homeless and Social Services staff attend the joint meeting of the HLB Funders and Providers Councils meeting, scheduled for March 12th, to ascertain guidance on the county-wide priorities to address homelessness, and to attempt to align the City Social Action funding with those priorities. The staff did participate in the March 12th joint meeting and numerous subsequent meetings of the HLB funders and providers, where the following priorities and priority populations were established. Those priorities are referenced below in the order of priority:

Funding Priorities

1. Intensive Support Systems and Services for Permanent Supportive Housing
2. Rapid Rehousing
3. Emergency Shelter/Bridge Housing for Families
4. Prevention/Diversion
5. HMIS (Homeless Management Information System)

Priority Populations

- Families with Children
- Unaccompanied Youth
- Chronic Homeless Individuals
- Veterans

Based on the funding priorities and populations referenced above, it is the opinion of the Veterans, Homeless and Social Services staff, that the recommendations from the November 15, 2017 meeting of the Social Services Allocation Committee are still appropriate. This opinion is based on the fact that the recommendations from the March 12th Joint meeting of the HLB Funders and Providers Councils lists items such as Intensive Supportive Services; Rapid Rehousing; and HMIS amongst their priorities, as well as, the same priority populations as recommended by the Social Services Allocations Committee.

Cc: Robert M. Gerdes, Neighborhood Affairs Administrator