

ST. PETERSBURG CITY COUNCIL
BUDGET, FINANCE & TAXATION COMMITTEE

September 24, 2020 @ 8:00 a.m.

Welcome to the City of St. Petersburg City Council Budget, Finance and Taxation Committee Meeting. A copy of the City Council agenda and all supporting documents is available on the City's website at www.stpete.org/council or by emailing city.clerk@stpete.org

NOTE: City buildings are closed to the public due to the COVID-19 emergency. Accordingly, the meeting location has been changed from in-person to a "virtual" meeting by means of communications media technology pursuant to Executive Order Number 20-69, issued by the Governor on March 20, 2020, and Executive Order 2020-30 issued by the Mayor on July 8, 2020.

The public can attend the meeting in the following ways:

- Watch live on Channel 15 WOW!/Channel 641 Spectrum/Channel 20 Frontier FiOS
- Watch live online at WWW.stpete.org/TV
- Listen by dialing any one of the following phone numbers and when prompted entering **webinar ID: 997 7030 3708 #**

List of Phone numbers:

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+1 152-215-8782
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BUDGET, FINANCE AND TAXATION COMMITTEE
AGENDA

September 24, 2020 @ 8:00 a.m.

Members: Chair Ed Montanari, Committee Vice Chair Amy Foster, Council Member Gina Driscoll, and Council Member Robert Blackmon

Alternate: Council Member Brandi Gabbard

Support Staff: Ben Weil, Legislative Aide

1. Call to Order

2. Approval of Agenda

3. Approval of August 27, 2020 Minutes

4. New/Deferred Business

- a. 2020 Management Study – Scope of Work (**Boriana Pollard**)
- b. Potential Parking Lot Addition to Puryear Park (**Mike Jefferis**)

5. Upcoming Meetings Agenda/Tentative Issues

1. October 8

- a. 2021 Management Evaluation (**Boriana Pollard**)
- b. Grants Quarterly Report (**Shrimatee Ojah Maharaj**)
- c. St. Pete Housing Authority Resident Commissioner appointment (**Rob Gerdes**)

2. October 22

- a. SBE contracts – Quarterly Report (**Jessica Eilerman**)

6. Adjournment

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

Meeting of August 27, 2020

Present: Chair Ed Montanari, Council Member Robert Blackmon, Council Member Gina Driscoll, Council Member Brandi Gabbard (Alternate)

Other Council Members Present: Council Member Deborah Figgs-Sanders

Absent: Committee Vice Chair Amy Foster

Also: Deputy Mayor and City Administrator, Kanika Tomalin; Assistant City Administrator, Tom Greene; Chief Financial Officer, Anne Fritz; Small Business Liaison Manager, Jessica Eilerman; Economic Development Analyst, Eric Lavina; Economic Development Specialist, Lowell Atkinson; Contracts Compliance Manager, Stephanie Swinson; Chief Assistant City Attorney, Jeannine Williams; Assistant City Attorney, Macall Dyer; Bond Counsel Representative, Duane Draper; Public Financial Management Representative, Jay Glover; Senior Deputy City Clerk, Cathy E. Davis; Legislative Aide, Ben Weil

- A. Call to Order** – Chair Montanari called the meeting to order at 8:02 am.
- B. Approval of Agenda** – CM Driscoll made a motion to approve the agenda. All were in favor of the motion.
- C. Approval of August 13, 2020 Minutes** – CM Driscoll made a motion to approve the minutes. All were in favor of the motion.

D. – (a) Debt Financing for Equipment Purchases

Chief Financial Officer, Ms. Anne Fritz, introduced the Debt Financing for Equipment Purchases item. The City has certain capital and equipment planned for purchase in the upcoming Fiscal Year including an amount for the Police Department body worn camera system. In order to facilitate such purchase, the City looked at various alternatives including a master lease arrangement and bank loans. The City solicited proposals through its Financial Advisor, Public Financial Management (PFM). Mr. Jay Glover, PFM Representative, explained the process for reviewing the proposals. There were seven proposals from the following institutions: Bank of America, CenterState Bank, JP Morgan, Key Bank (Key Government Finance), Seacoast Bank, Truist (formerly BB&T) and US Bank. Key Bank offered a locked rate and the note would be callable at any time with no penalty. After PFM's and the City's review, the City Administration recommends the proposal from Key Bank for a 3-year term note at a rate of 0.95%. Additional documentation and summaries relating to the proposals were included in the backup materials.

Chair Montanari stated that it is a very favorable rate that the City has received.

CM Driscoll made a motion to approve the resolution. All were in favor of the motion.

D. –(b) SBE Contracts Reports: Quarters 1 & 2

Ms. Jessica Eilerman, Small Business Liaison Manager, provided the committee with an overview of the Small Business Enterprise (SBE) Reports for the 1st and 2nd quarter for FY20, as well as point in time data since the 2nd quarter. The goal of the program is to foster growth in the economy and to provide smaller businesses a chance to gain exposure to large-scale projects. This is a five countywide program, with eligibility requirements that business must meet in order to participate. SBEs have opportunities to do business with the City of St. Petersburg in three ways– construction, Architecture and Engineering (A/E) consultant agreements, and goods. Ms. Eilerman briefly mentioned the reconstituted SBE Committee which has two public positions that are appointed to the committee by the Mayor and Council Chair. The total City reporting data is broken up into two tiers. Tier one reporting are those SBEs whose main contract is with the City. As of to date, total SBE spend is \$14.1 million with a total City spend of \$168 million. For tier one, \$7.38 million was spent in quarter one, and \$11.58 million was spent in quarter two. Ms. Eilerman additionally highlighted the monthly purchase by spend category and monthly purchase drill down sections of the report.

In tier two, the reporting reflects compensation paid to certified SBEs serving in the capacity of a subcontractor to a prime contractor. The City is now utilizing the B2G software that allows tracking in real time. Ms. Eilerman explained how the subcontractor data reports in the software, which captures real dollars being spent. Only projects with SBE participation are in the B2G software.

Regarding SBE certifications, Ms. Eilerman reported a slight decrease. This is mainly due to SBEs not recertifying or they are no longer in business. Outreach plan efforts occurred in order to make sure the businesses that are participating want to be certified and active. Outreach to increase participation is ongoing for recruitment purposes. As of August, the breakdown of SBEs by Race and Ethnicity are as follows: White = 65%, Black = 15%, Hispanic = 12%, Other = 7%.

Ms. Eilerman gave a brief update on some the program operations. Program coordination transitions have occurred with Procurement’s Compliance Department now handling all certifications and project compliance. Ms. Eilerman added that it is a multidepartment effort. Additionally, staff have reviewed the processes for the SBE Construction Committee, and two external appointments have been made. Finally, there has been a lag with LGBTQ tracking measures but coordinated communication is starting to occur.

Ms. Eilerman shared an update on the Disparity Study. Staff is currently finalizing the subcontractor analysis, but a delay occurred due to the ongoing pandemic. The vendor has completed 1-2 community meetings in other markets, and one is being scheduled for the local area. The community meeting information will be listed on the City’s website.

CM Blackmon asked about the increase in tier one spend in comparison to FY19. Ms. Eilerman stated that the spend depends on the projects occurring in the specific year. Due to the nature of the projects in FY19, there was less SBE participation. CM Blackmon asked about the specific projects occurring in FY20 with Ms. Eilerman highlighting the list of projects with cost information in the backup materials. Mr. Eric Lavina, Economic Development Analyst, highlighted more areas of the data in the report.

CM Driscoll asked about the delays for the Disparity Study. Ms. Eilerman stated that Disparity Studies typically take 2 years, but they estimated that it would take 1 year for the specific range of the study, and they are working with the vendor representative to make sure the process is occurring timely. Ms. Eilerman added that the community meetings occur about halfway through the deliverables process. Ms. Eilerman stated that she would work with the vendor to bring them to present on the Disparity Study for the October meeting, per CM Driscoll's request. CM Driscoll asked about the lag in LGBTQ tracking. Ms. Eilerman stated that the estimated time for the system to be up and running is end of November. CM Driscoll asked for details on the Greenhouse Corridor Development Outreach listed in the report. Ms. Eilerman stated that in early 2021, the Greenhouse team created a Small Business Navigator program that occurs in each Council District in order to help small businesses reach various resources. The program is ongoing, even without having in-person meetings due to COVID-19. CM Driscoll asked if the staff members for each District could meet with each Councilmember in order to hear from them about their District, neighborhood associations, and small businesses.

CM Gabbard asked about the reasoning for the large drop in certifications shown in the certification statistic section of the report. Mr. Lavina stated that the decreases in 2018 were due to the new deletion process that took inactive businesses out of the program. They have worked with businesses who still want to participate after becoming inactive to get recertified. CM Gabbard asked about dips in the numbers since that time with Ms. Eilerman stating that there are small dips due to the three-year certification limit, with some business falling off after the three years instead of getting recertified. Ms. Eilerman added that they are working on being proactive and getting businesses recertified instead of having them fall off. CM Gabbard asked about the core workshops that businesses must attend to get certified. Ms. Eilerman stated that there are three workshops that are required: How the City Buys, Disaster Preparedness/Recovery, and City Services and Incentives. Additional workshops are required depending on the industry of business. There is a transition underway to modernize the workshop process with the project launching in October 2020.

CM Figgs-Sanders asked about the community appointment selection process. Ms. Eilerman and Contracts Compliance Manager, Ms. Stephanie Swinson, stated they do not have exact details on the most recent selection process, but can get the information to CM Figgs-Sanders. CM Figgs-Sanders asked about the breakdown of SBEs by race and ethnicity and when it started to be tracked. Mr. Lavina stated that the tracking has been in place for some time, and Ms. Eilerman added that while the program is race and gender neutral, they still track minority categories. CM Figgs-Sanders asked if the number of businesses that have been removed will affect the Disparity Study. CM Figgs-Sanders requested to see the breakdown of the business that were removed, in order to see the women and minority statistics and the specific reasons for why they didn't

recertify. Ms. Eilerman stated that they will follow up to provide that information to Councilmembers, and include any reasoning the businesses stated for not recertifying.

Chair Montanari asked about the 14% goal for SBE spending to date, and why it is listed as only tier one instead of total SBEs. Ms. Eilerman stated that tier one is listed due to it being the tier that shows SBEs whose main contract is with the City, versus subcontractors. Staff is currently working with B2G to create a report to show tier one and tier two percentages in order to give Councilmembers full context.

Mr. Tom Greene, Assistant City Administrator, highlighted the \$14.1 million SBE spend to date being the highest in SBE program history, in order to show the current success of the program.

E. Adjourned at 9:15 am

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

September 24, 2020

Topic	Return Date	Date of Referral	Prior Meeting	Referred by	Staff	Notes
A discussion to allocate Weeki Wachee Funds for a new parking lot addition to Puryear Park	9/24/20	3/12/20		Ed Montanari	Mike Jefferis	
Discussion on FY20 Management Evaluation	9/24/20		7/30/20		Boriana Pollard	Staff to meet with CMs to get a scope of work and then bring back to committee.
2021 Management Evaluation	10/8/20			Ordinance	Boriana Pollard	
Grants - Quarterly Report	10/8/20 Q3 & Q4	Quarterly		City Council	Shrimatee Ojah-Maharaj	
St. Petersburg Housing Authority Resident Commissioner appointment	10/8/20				Rob Gerdes	
SBE contracts - Quarterly Report	10/22/20 Q3 & Q4	Quarterly		Ordinance	Jessica Eilerman	
Quarterly Financial Reports	Q4 = 11/12/20	Quarterly	2/13/20	City Council	Fritz/Makofske	
Budget Cleanup	11/12/20	Annual			Liz Makofske/Tom Greene	

2021 Health Insurance Renewal and Status update on current year health plan	12/10/20	Annual		BF&T	Chris Guella/Vicki Grant	
Quarterly Financial Reports	Q1 = Feb. 2021 Q2 = May 2021 Q3 = Aug. 2021 Q4 = Nov. 2021	Quarterly	2/13/20	City Council	Fritz/Makofske	
2020 Property Insurance Renewals	Mar. 2021	Annual			Blaise Mazzola/Chris Guella	
External Audit	Mar. 2021	Annual			Anne Fritz	
Grants - Quarterly Report	Apr. 2021 Q1 & Q2	Quarterly		City Council	Shrimatee Ojah-Maharaj	
Social Action Funding Program	Apr. 2021	Annual			Theresa Jones	
SBE contracts - Quarterly Report	May 2021 Q1 & Q2	Quarterly		Ordinance	Jessica Eilerman	
FY21 Water/Utility Rates	Jun. 2021	Annual			Angela Miller	First presentation in June, second presentation in July (if needed)
Draft Consolidated Plan and Proposed Budget. Approval of draft for publication and comment	Jun. 2021	Annual			Joshua Johnson	

2021 Management Evaluation	Oct. 2021			Ordinance	Boriana Pollard	
Grants - Quarterly Report	Oct. 2021 Q3 & Q4	Quarterly		City Council	Shrimatee Ojah- Maharaj	
SBE contracts - Quarterly Report	Oct. 2021 Q3 & Q4	Quarterly		Ordinance	Jessica Eilerman	
Budget Cleanup	Nov. 2021	Annual			Liz Makofske/Tom Greene	
2021 Health Insurance Renewal and Status update on current year health plan	Dec. 2021	Annual		BF&T	Chris Guella/Vicki Grant	
Discussion of exceptions for legal defense fund suggested by Free Speech for People and process for retaining outside legal counsel	TBD	11/2/17		Darden Rice		
Discussion on developing a plan for funding non-utility infrastructure projects that currently do not have a dedicated funding source	TBD	2/6/20		Gina Driscoll		

**BUDGET, FINANCE & TAXATION COMMITTEE
WEEKI WACHEE PROJECT LIST**

August 27, 2020

<i>TOPIC</i>	<i>DATE REFERRED</i>	<i>REFERRED BY</i>	<i>RETURN DATE</i>	<i>STAFF RESPONSIBLE</i>	<i>SPECIAL NOTES</i>
Skating Rink to the Southside CRA	7.19.18	Wheeler-Bowman		Jefferis	
Exercise Zone and Playground in Broadwater Park	7.19.18	Wheeler-Bowman		Jefferis	
Puryear Park – Parking Lot Project	3.12.20	Ed Montanari		Jefferis	



To: Budget, Finance & Taxation Committee
From: Borianan A. Pollard, City Auditor
Date: September 16, 2020
Re: **FY2020 Management Evaluation – SPTO Department
Scope of Work 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 audit is needed. The management evaluation and all reports and recommendations shall be directed to the Council.*”

At the July 30, 2020 Budget, Finance & Taxation meeting, the committee discussed and selected the Stormwater, Pavement and Traffic Operations Department for the FY 2020 management evaluation. Attached for your approval are the draft Scope of Work (Appendix A) and Cost Summary (Appendix B) 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 extension 7510.

Attachments

CC: Mayor Rick Kriseman,
Dr. Kanika Tomalin, Deputy Mayor/City Administrator
Tom Greene, Assistant City Administrator
Jacqueline Kovilaritch, City Attorney
Jeannine Williams, Chief Assistant City Attorney
Louis Moore, Procurement and Supply Management Director



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Appendix A
Scope of Services
Stormwater Pavement Traffic Operations Department

Introduction

The city of St. Petersburg (City) is requesting proposals from qualified firms (“Offerors”) to conduct a management evaluation of the City’s Stormwater Pavement and Traffic Operations (SPTO) 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 public utilities 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 Stormwater Pavement and Traffic Operations 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 SPTO 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 mission 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, City 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. laborers, technicians, professional, 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?

Staff Qualifications: Are the staff members, including management, supervisory, office 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? 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 possess the soft skills required to be effective leaders? Do they have credibility and the confidence of subordinates? Do they have credibility and the confidence of their peers and City leadership? 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 hold themselves accountable for meeting the needs of their staff? Do managers and supervisors lead by example? Do managers and supervisors empower their staff to make decisions, be creative, make mistakes, learn from those mistakes and take reasonable risks in order to improve efficiencies and service to our customers? Do managers and supervisors encourage staff to work as a team where every member is valued and invited to fully participate? Do managers and supervisors encourage change management throughout the department? Do managers and supervisors consistently apply rules, regulations and policies? Do they provide consistent coaching, counseling and feedback to subordinates? Do they provide fair and equal access to training and growth opportunities? Is staff operating in accordance with existing rules, regulations and policies? Are work schedules 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? Is there a plan to develop staff expertise to allow for reduction of consultant needs within the department?

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? Are departmental projects, including the use of consultants, being managed appropriately and efficiently? Is the department's use of consultants including the number of consultants, consultant projects and management of consultant projects consistent with industry best practices and how do these compare with other governmental units of similar size? Does the department utilize a team project approach in addressing issues with consultants, contractors and staff to determine the best solutions and if not should this type of process be implemented? Is this team approach concept industry best practice? Is the department's operating and/or CIP budget adequate for it to accomplish its mission?

Customer Service: Has the management team established and communicated clearly the customer care standards that are expected from the employees? Does the department train employees in customer care and standards expected of them as part of their onboarding? Are there refresher sessions periodically for all employees who have an impact on customer care? Is the department doing all it can to provide good standards of *employee care*? Do employees currently appreciate the importance of *'internal customer care'*? Are *all* employees given the opportunity to put forward practical suggestions how to improve customer care? Are 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? Are employees given feedback on their performance and coached how to improve? Do managers have regular opportunities to experience customer-facing roles? Is there an effort to continuously seek ideas how to improve customer care? Are employees recruited partly on the basis of their attitude towards customers or skills in customer care? Are successes with customers celebrated and communicated to all employees? Are our system/ideas built around what is most likely to satisfy the customer, (or what is easiest for us?)

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? Is the current safety program adequate, and how does it compare to industry best practices and with other governmental units of similar size?

Equipment and Technology: Does the department effectively and proactively utilize technology to improve services and control costs? Does the department effectively maintain and utilize their equipment and plant facilities? Does the department have adequate technology and experience to assess the condition of the drainage, sidewalks, roadways and traffic signal systems? Is the current technology utilized appropriate for the department, and how does it compare with other governmental units of similar size?

In addition to the above, the following are specific areas to be addressed with this study:

- **Communication:**
Evaluate the availability and utilization of communication tools, including but not limited to St. Pete Stats, to provide project status information. Could project status information be readily available to elected officials without having to reach out to department staff? Evaluate the communication between the department and elected officials; could it be improved?
- **Budget:**
Evaluate how the department's budget is allocated, is their budget managed in the most efficient way to optimize results? Evaluate funding mechanisms and determine optimal mix of funding mechanisms.
- **Environment:**
Evaluate the department's commitment to environmental stewardship and commitment to ISAP plan (Integrated Sustainability Action Plan). Are decisions made in an environmentally responsible way; is the environment put first when deciding what chemicals to use? Evaluate the department's commitment to integrate the natural environment and the built environment. Is the department working with Parks and Recreation, Water Resources and other departments, to build a natural infrastructure, including but not limited to bioswales. Evaluate the impact of the department's activity on the environment, including but not limited to the quality of the water running off the streets

into the bay. Evaluate the condition of the lakes throughout the City.

- **Services:**

Are issues approached tactically? Evaluate the department's response to issues reported via SeeClickFix; is there a more streamlined way to fix problems, could there be less work orders associated with each reported issue? Are reported issues fixed within reasonable time? Are residents directed for assistance to the appropriate department, or are they bounced between multiple departments? Evaluate the coordination of services: are maintenance services (medians, lakes, easements, street cleaning) provided at the same level and frequency throughout all areas of the City? Are these services provided at the necessary frequency?

- **Sidewalks:**

Evaluate the sidewalk system and the related prioritization process. Is the communication between the department and elected officials adequate to provide for clear understanding of priorities and expectations within districts? Evaluate the current budget for sidewalk construction and repairs, and recommend what it would take to appropriately budget for sidewalks? Are current departmental procedures adequate and industry best practices followed related to sidewalks and backlogs? Are sidewalk projects scheduled, addressed and manned to keep up with demand within the appropriate timeframe? How could that process be streamlined? Is there a process in place for residents to apply and get on a waiting list for sidewalk installation/repairs?

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 Alternates #1 and/or #2 are 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 #1:

SPTO 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 SPTO employees to ascertain their attitude regarding the management and working environment in the department (including employee morale). 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, 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, discrimination, racial equity, equal opportunity for

training, equal opportunity for advancement, satisfaction with communication up and down the organizational hierarchy (do they feel their voice is heard and do they feel as they are valued members of a team), satisfaction with resources needed to do the job, overall happiness, evaluation of how the Covid-19 situation was handled and what could have been done differently by management 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.

ADD ALTERNATE #2:

SPTO Department Level Of Service Study

As a separate component of the management review, the City would like to receive pricing and methodology information for the Offeror to conduct a Stormwater Maintenance Level Of Service (LOS) study to develop options and associated costs for each proposed LOS for the City. The study conducted should meet the following criteria:

- Document current LOS activities (through data review, observation, surveys, interviews).
 - Survey similar jurisdictions to identify important comparable characteristics in the maintenance of a public stormwater management system.
 - Survey internal/external stakeholders and the public to collect focused feedback on the current stormwater maintenance LOS and community expectations for stormwater management system maintenance.

- Based on the above, develop and present (4) levels of service options with incremental and total costs to provide the services and include rate impacts for each of the options.

The Offeror will be responsible for:

- Conducting preliminary research and interviews to determine the appropriate characteristics to document and compare.
- Having a good understanding of the department's current activities.
- Defining the stakeholders.
- Evaluating current LOS and survey results.
- Where appropriate, making LOS recommendations based upon study findings.

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

Offeror's responses should include:

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

Appendix B Fee Summary

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

- Fees** - Offeror’s cost must be fixed price 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 Stormwater, Pavement and Traffic Operations 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 in Appendix A.

Table 1: Fee Schedule	
Description	Fixed Fee
Management Evaluation – Stormwater, Pavement and Traffic Operations Department	\$
Total: Base Scope of Work	\$
Additive Alternate	
Employee Survey - Stormwater, Pavement and Traffic Operations Department	\$
Level of Service Study- Stormwater, Pavement and Traffic Operations Department	\$
GRAND TOTAL	\$

- 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.	\$
GRAND TOTAL			\$

- 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.

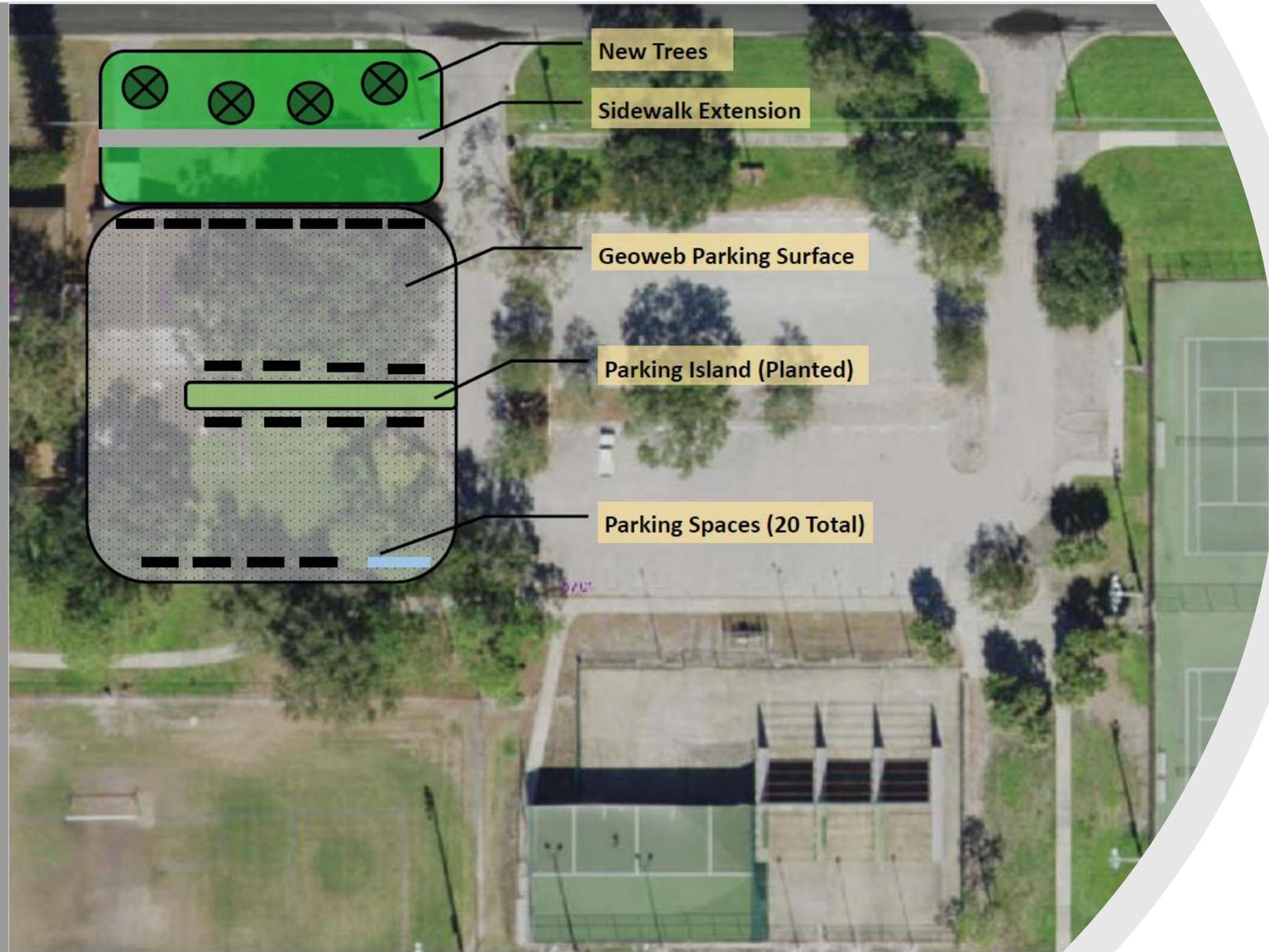
Table 3: Other Costs			
Description	Qty.	Unit Price	Total
		\$	\$
		\$	\$
		\$	\$
GRAND TOTAL			\$



Jack Puryear Park Expansion Project



Park Addition Plan



New Trees

Sidewalk Extension

Geoweb Parking Surface

Parking Island (Planted)

Parking Spaces (20 Total)

Project Budget

<input type="checkbox"/> Property Acquisition & Survey	UNKOWN
<input type="checkbox"/> Removal of Existing Structures	\$33,500
<input type="checkbox"/> Design & Permitting	\$25,000
<input type="checkbox"/> Construction	\$124,561
<input type="checkbox"/> Overhead & Contingency	\$26,475
Total Project Budget	\$209,536

780 - 58th Avenue NE Property Conversion to Parking Option #1

Item	Quantity	Amount	Unit	Cost	
Environmental Testing	1	\$5,000		\$5,000	
House Demo	1	\$18,000		\$18,000	
Demo Permit	1	\$500		\$500	
Grading	5000	\$2	SQFT	\$10,000	\$33,500
Consultant	1	\$20,000		\$20,000	
Permitting	1	\$5,000		\$5,000	\$25,000
Contractor	1	\$32,293		\$32,293	*35% value of construction \$
Fill	17316	\$3	SQFT	\$51,948	
Geoweb	110	\$200	SQFT	\$22,000	*\$200 per 160 SQFT
Entryway Apron	1	\$3,000		\$3,000	
Sidewalk	464	\$5	SQFT	\$2,320	
Parking Stops	20	\$100		\$2,000	
Signage	1	\$1,000		\$1,000	
Landscape & Sod	1	\$10,000		\$10,000	
					\$124,561
Contingency				\$16,475	*9% value of project
Engineering & CIP				\$10,000	
Total					\$209,536