

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Public Works
Subcommittee Chairperson(s)	Jessica McCurdy
Title of recommendation	Fully staff the Department of Public Works Forestry Division
Describe the recommendation	Fully staff the Department of Public Works Forestry Division, prioritizing inspectors and administrative support staff – including the Urban Forester in the City Planning Department
Is this an immediate or long term recommendation?	Immediate
How will this address our challenges or reach our goals?	<p>Increase response rate to inspect infrastructure conflicts (sidewalks, steps, traffic signals, playgrounds and signage).</p> <p>Increase capacity to both respond to tree emergencies and proactively care for trees – reducing risk to public and property and maximizing tree benefits.</p> <p>Increase capacity of City Forester to seek grants and engage in public/private partnerships to address large-scale forestry issues such as pest and disease threats and invasive species.</p> <p>Increase capacity to plant more trees to ensure long-term tree benefits.</p> <p>Increase capacity for communication and coordination across departments and with utilities, developers and non-profits.</p>

	<p>Increase capacity and rate of code and ordinance implementation and enforcement.</p> <p>Increase capacity to promote best practices for storm water mitigation on new development sites.</p> <p>Increase capacity to provide support to communities engaging in "green" planning.</p> <p>Increase response rate to prune/remove potentially life-threatening trees that are dead or structurally deficient.</p> <p>Increase capacity to manage tree data to set goals, work plans and provide reports for accountability.</p> <p>Increase capacity to streamline processes such as: sidewalk replacement program.</p>
<p>What are the obstacles to implementation?</p>	<p>Urban Forester not fully funded, but Pittsburgh Shade Tree Commission could be a source with matching funds from City.</p> <p>Urban Forester not fully empowered to enforce codes and ordinances. No badge.</p> <p>Are all positions funded – most importantly inspectors? Unknown</p> <p>With increased inspection comes increased work for forestry crews which costs more money.</p> <p>Need to define what "fully staff" means – again, need for operations review.</p>
<p>Who needs to be involved?</p>	<p>Pittsburgh Shade Tree Commission, City Forester, Non-profit partners - Tree Pittsburgh, TreeVitalize (WPC)</p>
<p>What city resources need to be invested?</p>	<p>We were unsure about the current budget for positions – it may be that the positions are funded but not filled, or in the case of inspectors, they are not in the budget at all. The</p>

	<p>Urban Forester is not funded, but the Shade Tree Commission funded the position in the past.</p>
<p>What will be different if the recommendation is adopted?</p>	<p><i>See above notes regarding challenges and goals</i></p> <p>In order to address the issues that the committee discussed, we agreed that staffing was key to positive and immediate change</p>
<p>Describe any background materials that you consulted</p>	<p>Non-profit partner experience working with City to implement Tree Tender and TreeVitalize program. City of Pittsburgh Urban Forest Master Plan. 2005 Street Tree Inventory and Management Plan and the 1995 State of the Urban Forest Report, published by Carnegie Mellon University.</p> <p>The Pittsburgh Shade Tree Commission approved funding in 2013 to engage with Davey Resource Group to coordinate an operations review of the Forestry Division which will include a series of recommendations to increase efficiencies and build capacity. This review should be taken into consideration before the Division is changed.</p>
<p>Have other cities implemented this recommendation?</p>	<p>Madison, WI : 233,000 people, 96,000 street trees, \$2.8 million annual budget, 32 UF staff FTEs.</p> <p>Other model cities include: Grand Rapids, MI; Mt. Prospect, IL; Davenport, IA; Schaumburg, IL; Rochester, MN; Urbana, IL; Cincinnati, OH</p>
<p>Are there any other considerations?</p>	<p>The City Forester and Pittsburgh Shade Tree Commission should play a leading role in through the transition.</p>

SUBCOMMITTEE REPORT

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Subcommittee Name	Public Works
Subcommittee Chairperson(s)	Jessica McCurdy
Title of recommendation	Zero Litter Enforcement Pilot Program
Describe the recommendation	<p>Focus energy and resources in a one neighborhood Pilot Program initially aimed at the FOUR ROOT CAUSES of litter in Pittsburgh.</p> <ol style="list-style-type: none"> 1. Illegal dumps 2. Uncovered and inadequate waste containers at business places and multiple and single dwelling residences 3. Storefront businesses and property owners who do not clean litter, trash, graffiti and leaves from their properties regularly and ignore removing snow and ice from sidewalks (city code 419.09) 4. Everyday litter
Is this an immediate or long term recommendation?	<p>Both immediate and long term as noted below. We believe strongly in doing an initial pilot program in one neighborhood in order to work through the initial barriers and end up with a design that works. Then we would roll out that design to other communities as noted below.</p> <p><u>Immediate:</u> The Zero Litter Committee (Boris</p>

	<p>Weinstein, Missy Rosenfeld and Jan Nedin) would benchmark other cities and their success in this arena. We would propose best practices to be used in the pilot.</p> <p>There would be three phases to the pilot program:</p> <p>Phase One would be one neighborhood. The test would be no less than 6 months or as long as one year.</p> <p>Phase Two would introduce a second and third neighborhood, also for a 6 month to one year test. Neighborhoods in this phase would be from other Council Districts. Meanwhile, the program in Phase One would continue.</p> <p>In Phase Three one neighborhood from each of the other six Council Districts would enter the test, also for 6 months to one year.</p> <p><u>Long term:</u> Within three years a city wide Zero Litter Enforcement Program would be rolled out.</p>
<p>How will this address our challenges or reach our goals?</p>	<p>At the start of the test, a Situation Analysis Report would set specific goals of the program: such things as the number of illegal dumpsites to be visited and monitored by police regularly, the number of retail businesses and the frequency of monitoring visits by police and/or Public Works, the number of rental apartments and monitoring visits regularly by BBI; the count and location of uncovered waste containers (business and residential) and the monitoring frequency by BBI, Public Works and Environmental Services.</p> <p>Additionally, the Situation Analysis Pre-Test Report would highlight existing ordinances for illegal dumping, prohibiting business and residential uncovered waste containers, spelling out what's expected of storefront owners /businesses to keep</p>

	<p>their properties clean, and against individual littering.</p> <p>At the conclusion of the first test, results would be measured against goals and existing ordinance expectations.</p> <p>It may be necessary to add new codes and update existing ones, unless this cannot be achieved in a timely manner causing a delay in starting the Pilot Program.</p>
<p>What are the obstacles to implementation?</p>	<p>Getting directors and supervisors to make litter a top priority.</p> <p>Director and supervisor concerns about ability to implement a new program with limited resources.</p> <p>Gaining buy-in and cooperation from authorities.</p> <p>Gaining buy-in from magistrates.</p> <p>Selecting only one neighborhood for a pilot and asking others to wait to receive program benefits.</p>
<p>Who needs to be involved?</p>	<p>City Council, Mayor's Office, Public Safety, BBI, Public Works, URA, PWSA and city magistrates.</p>
<p>What city resources need to be invested?</p>	<p>Dedicated department manpower.</p> <p>Printed materials and signage to publicize pilot program.</p> <p>Purchase cameras for illegal dumps to catch contractors and others in the act.</p> <p>Possible standardized, lidded waste containers as used in other cities.</p>
<p>What will be different if the recommendation is adopted?</p>	<p>There will be an immediate decrease in the amount of new litter and trash in cleaned up dumps, streets in business district will have less litter, uncovered and</p>

	<p>overflow waste containers will be reduced, "flyaway trash" will be reduced.</p>
<p>Describe any background materials that you consulted</p>	<p>Allegheny Cleanways has been a good sources for numbers of illegal sites and locations</p> <p>Redd Up programs in most city neighborhoods have familiarized us with local situations</p> <p>Public Works district supervisors and Environmental Services have been good sources of conditions in neighborhoods</p>
<p>Have other cities implemented this recommendation?</p>	<p>Baltimore is in the process of pushing a "Lid Law".</p> <p>Cincinnati has had a waste container cover-up program to harness "flyaway trash" since the 1990s.</p> <p>We would research best practices in other cities.</p>
<p>Are there any other considerations?</p>	<p>Although most neighborhoods are involved with twice a year Redd Ups and more neighborhoods have Redd Ups on a more frequent basis, removal of everyday litter will not alone control our litter problems. Monitoring illegal dumps, dealing with the open waste container problem and interfacing with business district storefront owners to reduce street litter are necessary to get a positive handle on the root cause of litter.</p> <p>This could also be expanded to other types of pickup such as leaf and electronics removal, i.e. other kinds of "litter" that end up polluting the landscape.</p> <p>Mobile apps can be used by residents to report and address litter and dumpsite problems. (http://www.trashout.me/)</p>

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Public Works
Subcommittee Chairperson(s)	Jessica McCurdy
Title of recommendation	Improve code enforcement and compliance for streets and sidewalks
Describe the recommendation	<p>Early in the administration, hold a meeting for staff and contractors of utility companies (gas, water, electric, cable) to review City right of way requirements for permitting, utility cut patches and proper treatment of trees. The tone of the meeting should be educational, not punitive.</p> <p>Have a dedicated enforcement officer placed in the Public Works permit section. This person's responsibility would be to comb the City streets to make sure that street cuts and repairs are done according to City standards and to cite those that do not have permits or are acting illegally. Update fees and fines as needed to encourage compliance and financially sustain enforcement staff positions.</p> <p>Develop a publicity campaign to get the word out to contractors, builder's organizations, etc., on City requirements and advise the general public to contact 311 should they see an activity on their neighborhood streets that may not comply with city requirements.</p> <p>Update Code regarding fines for clearing snow from sidewalks. The current fine is too low to change behavior or send out inspectors. Create fines for first, second and third offenses that range between \$50 and \$300. Exemptions can be made for residents with</p>

	<p>physical hardships, as is allowed in the code for refuse collection and set out.</p> <p>Create an easier permit system so that BBI citations for broken sidewalks can be addressed more quickly.</p>
<p>Is this an immediate or long term recommendation?</p>	<p>Contains immediate and long term elements</p>
<p>How will this address our challenges or reach our goals?</p>	<p>Holding an initial meeting will ensure everyone knows the rules and knows how to navigate DPW processes. Updated fees and fines increase the likelihood of compliance and bring revenue that can be put toward more enforcement.</p>
<p>What are the obstacles to implementation?</p>	<p>It will be time consuming to set up the initial meeting.</p> <p>Council members may be reluctant to raise fees or fines.</p> <p>Initially, there may not be enough money in the budget to allow for an enforcement person in the permits section.</p>
<p>Who needs to be involved?</p>	<p>DPW director and inspectors, utility and authority staff, smaller contractors, builders' organizations (BOMA, etc), Council, City communications staff, magistrates and City residents</p>
<p>What city resources need to be invested?</p>	<p>Staff time to set up the meeting and follow up on work that doesn't meet code. Money for the initial meeting, publicity campaign and permit enforcement personnel.</p>
<p>What will be different if the recommendation is adopted?</p>	<p>Properly patched utility cuts will be less likely to become potholes, causing less long term damage.</p> <p>Proper tree maintenance will mean fewer damaged trees.</p>

	Properly maintained sidewalks that are free of snow and ice will make it easier for pedestrians to travel through the city. It also will be safer for public safety personnel responding to requests for assistance.
Describe any background materials that you consulted	Codes in other cities
Have other cities implemented this recommendation?	Snow fines: see city codes for Erie, PA, Philadelphia, Edinboro, and Buffalo
Are there any other considerations?	

SUBCOMMITTEE REPORT

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Subcommittee Name	Public Works
Subcommittee Chairperson(s)	Jessica McCurdy
Title of recommendation	Asset Inventory and Management System
Describe the recommendation	<p>Assess, integrate, and make publicly available all city assets (see appendix for example assets).</p> <p>Immediate: Make all current known assets available digitally in whatever format can be provided.</p> <p>Short-Term: Pick the asset with the most comprehensive available data. Work with technology team to digitize this asset and place location-based resources onto a map (e.g. ESRI, Openstreetmaps) as a distinct layer. Integrate this map with 311 to allow citizens to identify faulty assets easily and specifically and to help report assets that are missing from city records. This type of asset should be easily searchable by city employees and the public.</p> <p>Determine if available Asset Management Systems such as IBM's Maximo can be utilized for ongoing cataloging (http://www-03.ibm.com/software/products/en/maximoassetmanagement/).</p> <p>Mid-Term: Implement the short-term goal for all city assets.</p> <p>Long-Term: Perform a city-wide survey to identify assets missing from current inventory. All assets should be given grades (failed, poor, good, excellent) according to</p>

	<p>their current state of repair to allow the city to plan for asset repair or replacement as part of the budget.</p> <p>Beyond simple cataloging the Asset Management System should be able to correlate all data useful to the city and its citizens for their current assets:</p> <ul style="list-style-type: none"> * Include city-wide considerations related to Financing, Budgets and Public Policy and should apply to Pittsburgh's entire public infrastructure. * Include type specific (e.g., stairways, streetlights, etc.) Asset Inventories (location, performance, evaluation) and Condition Assessments coupled to an analysis of Deficiencies/Needs, Alternatives and Priorities * Include individual asset (e.g., one stairway, one block of sidewalk, etc.) considerations related to Standards, Specifications, Project Budgets, Environmental Constraints, Detailed Design, Construction and Maintenance.
<p>Is this an immediate or long term recommendation?</p>	<p>3 phases: Immediate, Short-term, Mid-term, Long-term</p>
<p>How will this address our challenges or reach our goals?</p>	<p>Short and long term financial demands of asset repair and replacement is a critical piece of the city budget. A complete inventory and condition assessment will enable the city to fully quantify the financial demands associated with its physical infrastructure.</p> <p>A complete inventory will help identify neighborhoods that are missing assets or areas within neighborhoods that are neglected, and allow residents to more effectively communicate their concerns regarding these assets.</p>
<p>What are the obstacles to implementation?</p>	<p>The creation and management of this much data requires a long term commitment and allocation not only to the assets themselves but to the resources that allow for continuing documentation of the inventory quantity and quality.</p>

<p>Who needs to be involved?</p>	<p>Departments within Public Works that have current data will need to provide it.</p> <p>Someone will need to perform the surveys for missing data. This could be implemented similar to the housing survey conducted every several years by architecture students city-wide.</p>
<p>What city resources need to be invested?</p>	<p>The technology department will need to develop something more than just using google maps for 311 requests. Storage of GPS data and information regarding assets needs to be considered along with its eventual display.</p> <p>A "City Engineer" or "City Asset Manager" position should be created as part of public works. This person's responsibility and background should be in: managing the asset inventory, planned maintenance, capital renewal/deferred maintenance, asset information systems management, etc.</p>
<p>What will be different if the recommendation is adopted?</p>	<p>The City's budget with regards to its current assets will be accurate and money will be spent where it is most needed. Ongoing knowledge of deferred maintenance will help the city plan for future years as well.</p> <p>The city will be able to identify problems in their services against their survey baseline. e.g. Sidewalks that belong to the city but out of repair can be identified and maintained.</p> <p>Ongoing surveys can address disappearing assets: crumbling stairways, stolen trash cans, destroyed road signs</p>
<p>Describe any background materials that you consulted</p>	<p>Many of Pittsburgh's institutions and universities (e.g., Carnegie Mellon) have robust asset management programs. Scaling these programs will require significant effort, but there is expertise available for consultation.</p>

<p>Have other cities implemented this recommendation?</p>	<p>All cities have data regarding their assets to some extent. No major city has surveyed the entirety of their assets and combined it into a standardized format made available to the general public.</p> <p>Philadelphia through its OpenDataPhilly initiative is well is heavily involved but has largely just been publishing the data individual organizations have. They provide shapefiles such as their combined Sewer system and Parks systems, etc.</p> <p>Boston is involved in a project related to a specific subset of what could be accomplished here, the Adopt-a-Hydrant project (http://adoptahydrant.org/). City-wide surveys will allow innovative ideas like the Adopt-a-Hydrant to take place not only on hydrants but other physical assets utilizing software such as the code Adopt-A-Hydrant uses (free and open): https://github.com/codeforamerica/adopt-a-hydrant</p>
<p>Are there any other considerations?</p>	<p>Increases accuracy and detail related to the inventory and condition of physical assets can improve the city's bond rating.</p>

Assets:

Stationary: e.g. Land plots, buildings, sidewalks (city-owned), stairways, handrails, street lights, trees, trash cans, bus stops, signage, manhole covers, traffic lights, bike racks.

Mobile: Vehicles, equipment

Personnel: Employees, skills, expertise

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Public Works
Subcommittee Chairperson(s)	Jessica McCurdy
Title of recommendation	Bring City properties into compliance with City codes
Describe the recommendation	The City should work to bring all of its properties into compliance with applicable City codes including but not limited to, conditions of City buildings, broken staircases, broken sidewalks along City property, snow removal on staircases and pedestrian bridges, and weed cutting in vacant lots owned by the City. The City should encourage authorities to come into compliance with their properties as well.
Is this an immediate or long term recommendation?	Long term. Short term progress could be made using one neighborhood or one DPW division as a pilot.
How will this address our challenges or reach our goals?	Pittsburgh can demonstrate that it is a well-run city that can take care of its obligations to its properties. The City will set an example by having its own "house in order" and have more credibility when issuing citations to other property owners for the same offenses.
What are the obstacles to implementation?	Determining what repairs need to be made. Funding to make repairs and provide maintenance. Staff to make repairs, create and follow a maintenance schedule.

	Prioritizing projects with limited staff and money
Who needs to be involved?	DPW director and staff, BBI staff, budget office staff, appropriate staff from authorities
What city resources need to be invested?	City staff, money, equipment
What will be different if the recommendation is adopted?	The city will look better. Residents will have safer conditions in their neighborhoods, especially pedestrians. City employees will work in safe conditions.
Describe any background materials that you consulted	
Have other cities implemented this recommendation?	Unknown
Are there any other considerations?	