



San Fernando City Corporation



Administrative Report 2017/2018

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List of Acronyms

Central Statistical Office	CSO
Chief Executive Officer	CEO
Chief Medical Officer of Health	CMOH
Chief Personnel Officer	CPO
City Engineer	CE
City Treasurer Accountant	CTA
Contractors and General Workers Trade Union	C&GWTU
Corporation Secretary	CS
Cost of Living Allowance	COLA
Deputy Chief Executive Officer	DCEO
Development Programme	DP
Disaster Management Unit	DMU
Emergency Operations Centre	EOC
Emergency Response Plan	ERP
Employee Assistance Programme	EAP
Environmental Control Division	ECD
Environmental Health Surveillance Unit	EHSU
Environmental Management Authority	EMA
Government of the Republic of Trinidad and Tobago	GORTT
Health Education Promotion Unit	HEPU
Housing Development Corporation	HDC
Human Resource Management	HRM
International Financial Reporting Standards	IFRS
Ministry of Finance	MoF
Ministry of Health	MoH
Ministry of Labor & Small Enterprise Development	ML&SED
Ministry of Rural Development and Local Government	MRDLG
National Insurance System	NIS
Occupational Health and Safety	OSH
Office of Disaster Preparedness Management	ODPM
On-the-Job Trainee	OJT
Personal Protective Equipment	PPE



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Personnel and Industrial Relations Officer	PIRO
Public Sector Investment Programme	PSIP
Public Service Association	PSA
Public Transport Services Corporation	PTSC
San Fernando City Corporation	SFCC
San Fernando General Hospital	SFGH
South West Regional Health Authority	SWRHA
Southern Academy for the Performing Arts	SAPA
Statutory Authorities Service Commission	SASC
Tobago House of Assembly	THA
Ultra Low Volume	ULV
University of the West Indies	UWI
University of Trinidad and Tobago	UTT
Vehicle Management Company of Trinidad and Tobago	VMCoTT
Water and Sewerage Authority	WASA



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Executive Summary

Established under the Municipal Corporations Act No. 21 of 1990 and its amendments which is the main Act governing the operations of the Corporations, the role the San Fernando City Corporation (SFCC) plays in Local Government is a significant and extensive one. As part of this Act, the SFCC is mandated by law to provide reports on their activities and operations within the region for each fiscal period. The purpose of this report is to provide an overview of such and highlight the role, structure, and financial status of the SFCC, its various departments and units, their challenges, and achievements for the fiscal period October 1st, 2017 to September 30th, 2018.

The Report offers an insight into the region and highlights the Corporation's strategic and legal framework. It provides a detailed account of its structure and operations of the following departments/units:

- | | |
|--------------------------------|---------------------------|
| 1. Accounts Department | 7. Assessments Department |
| 2. Office of the CEO | 8. Tenders Unit |
| 3. Engineering Department | 9. Internal Audit Unit |
| 4. Public Health Department | 10. Personnel Department |
| 5. Disaster Management Unit | 11. Office Management |
| 6. Municipal Police Department | |

For the reporting period, the financial summary of the Corporation is presented below:

Recurrent Services

Government Subvention	\$ 125,582,292.00
Other Income	\$ 1,709,194.00
Recurrent Expenditure	\$ 127,291,486.00
Net Surplus/ (Deficit)	\$ (64.00)

Capital Works under the Development Programme

Releases	\$ 12,056,836.00
Total Expenditure & Commitment	\$ 8,733,935.50
Balance on Funds Released	\$ 3,622,900.50

Accomplishments for the period 2017-2018, with respect to the Engineering Department, comprised of the construction of thirty-two (32) drainage channels of varying cross sections totaling two thousand three hundred and seventeen (2317m) linear meters including thirty-seven



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(37) driveways, rehabilitation works (pavement strengthening and asphaltic overlay) of five thousand, nine Hundred and eighty-five (5985) square meters and eight hundred and forty-five (845m) linear meters of kerb and slipper drains. Seven (7) box culverts totaling sixty meters (60m) were constructed, along with four (4) retaining walls totaling seventy-five meters (75m). Three (3) footpaths averaging one hundred and twenty meters (120m), two (2) drain walls totaling two hundred meters (200m) and two (2) drain base totaling one hundred and ten meters (110m) were erected. Nine (9) recreational facilities were upgraded and the roof of the Southwestern Ward and finishes to the Southeastern Ward were completed. A perimeter fence was built at Paradise Cemetery and finishes to the first floor at Roodal Cemetery were accomplished. There were also improvements to the Marabella and Central Markets.

The Personnel Department was successful in filling ten (10) vacant Monthly Paid posts and completing one hundred and ninety-four (194) performance appraisals. The Municipal Police continued their pursuit to maintain law and order within the City of San Fernando by ensuring public safety, protecting staff, individuals and the Corporation's property and assets. Disaster Management also played a key role, updating and revising the Emergency Response Plan, conducting evacuation exercises, reviewing shelters to ensure their structural integrity, and increasing the overall awareness of the public. The Disaster Management Unit successfully responded to the following disasters/emergencies: fifteen (15) fires, sixteen (16) roof damages, fifty-nine (59) incidences of flooding, and sixty-four (64) fallen trees.

The Public Health Department aided in the generation of revenue in the amount of \$69,731 from the collection and disposal of fecal waste as well as \$16,625 from the collection and disposal of bulk waste. A total of three thousand, one hundred and sixty-one (3,161) truckloads of bulk waste were collected and disposed, two hundred thousand meters (200,000m) of drains were cleaned, eight hundred and eighty-three thousand meters (883,000m) of verges were cutlashed, two hundred and eighty-seven (287) septic tanks desludged, and fifty-four thousand and two hundred (54,200) manholes were desilted and cleared. The Canine Control Unit caught and impounded one hundred and thirty (130) stray dogs. Public Health campaigns through workshops at schools and health institutions remained an important initiative during the period.

There were, however, several constraints limiting the performance of the Corporation during the fiscal period. These include:

1. Reduction and late disbursement of Government Subvention
2. Lack of Key Personnel and rapid turnover of staff
3. Insufficient storage space



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4. Absence of computerized systems
5. Lack of equipment such as mobile phones and vehicles

Despite these challenges, the San Fernando City Corporation continues to provide for the citizens to the best of their capabilities in keeping with their mandate and strategic goals.



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Introduction

Essential to the Sustainable Development of any country is the effective and efficient operation of a Local Governance System. Local Government serves a two-fold purpose and is designed to serve the public democratically. The first purpose is supplying goods and services to the citizens, with the aim of directly improving their standard of living. The other purpose is to represent and involve these citizens in determining and satisfying their needs.

In Trinidad and Tobago, the structure of Local Government comprises a single authority in Tobago that is the Tobago House of Assembly (THA) and fourteen (14) municipal corporations in Trinidad, comprising two (2) City Corporations, three (3) Borough Corporations and nine (9) Regional Corporations. The San Fernando City Corporation (SFCC) is one of the two City Corporations responsible for administering local government services to its burgesses.

The Ministry of Rural Development and Local Government (MRDLG) is currently the Line Ministry for the Municipal Corporations, which functions as the coordinating agency guiding them in assisting communities by pooling resources in targeted areas such as Infrastructure Development, Disaster Management, Public Health and Sanitation. The Ministry is also responsible for organizing, promoting, and implementing rural development policies and strategies (Ministry of Rural Development and Local Government 2020).

Established under the Municipal Corporations Act No. 21 of 1990 and its amendments which is the main Act governing the operations of the Corporations, the main roles and responsibilities of the San Fernando City Corporation, in accordance with Sections 124-224 of the Act are summarized as follows:

- The construction, upgrade, and maintenance of streets within the Municipality inclusive of the removal of any obstruction and/or encroachment, the naming/renaming of streets, numbering/renumbering of all premises and the erection and upkeep of street signs and other signage.
- The erection and preservation of any statue or monument in any street or public place within the Municipality.
- The planting and conservation of trees in any street or public place vested in the Corporation and the cutting down, trimming and removal of any such tree.
- The provision and maintenance of sanitary conveniences in any street or public places vested in the Corporation and make reasonable charges for its use.



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- The maintenance of the house rate book containing a list of properties assessed and their annual ratable value.
- The inspection, registration, and monitoring of food establishments.
- The processing and approval of building plans and land development proposals.
- The appointment of public places as markets and slaughterhouses as well as the upkeep and inspection of such.
- The granting of licenses to sell and occupy any stall, stand, table, shed or place within the markets and slaughterhouses.
- The granting of licenses to individuals who wish to follow the trade/business of a peddler, hawker or travelling huckster.
- The enforcement of applicable rules, regulations, and byelaws under the purview of the Corporation and the subsequent issuance of notices and fines for the non-compliance and violation of these.
- The creation of byelaws, rules, and regulations by the Council, subject to other governing Laws and approval by the relevant authorities, as it relates to the Corporation's responsibilities and as is deemed proper for the good rule and government of the Municipality and for the prevention and suppression of nuisances not already punishable in a summary manner by virtue of any written law.

The SFCC is committed to offering the above-mentioned services to the citizens of San Fernando as well as the following miscellaneous services as incorporated in the Municipal Corporations Act No. 21 of 1990 (Section 232) and as amended by Act No. 8 of 1992:

- The distribution of truck-borne water subject to the provisions of the Water and Sewerage Act (Chapter 54:40).
- The provision, maintenance, and control of all Corporation buildings.
- The maintenance and control of homes for the aged established by the Corporation.
- The maintenance and control of childcare centers established by the Corporation (subject to any other written law).
- The construction and maintenance of all drains and watercourses, except main watercourses and highway watercourses.
- The provision, maintenance, and control of such parks, recreation grounds, beaches and other public spaces as the President may from time to time by Order prescribe.
- The promotion of development within the Municipality in accordance with the plans approved by the Minister with responsibility for physical planning.



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- The maintenance of state property including – such police stations, health centers, post offices, and other government buildings as the Minister to whom responsibility for the construction and maintenance of buildings is assigned may by order determine.
- The maintenance, control and enhancement of the physical environment including – monitoring watercourses, beaches and waterfront areas, swamps, forests, game sanctuaries, savannahs, parks, and other open spaces.
- The disposal of garbage from public and private property, the development and maintenance of sanitary landfills, chemical treatment for insect and vector control, abatement of public nuisances and dissemination of information for primary health care.
- The development, construction, maintenance and repair of passenger bus and taxi shelters and benches.
- The coordination of local and regional trade fairs, athletic events and cultural displays and entertainment.
- The collection and distribution of forms issued by Departments of Government.
- The maintenance and control of burial grounds and crematoria, subject to the provisions of the Public Burial Grounds Act (Chapter 30:50) and the Cremation Act (Chapter 30:51).
- The provision, maintenance and control of public pastures and recreation grounds, subject to the provisions of the Recreation Grounds and Pastures Act (Chapter 41:01).
- Such other functions as the President may from time to time by Order prescribe.

Further, as part of the Act, the SFCC is mandated by law to provide reports on these activities within the region for each fiscal period. Therefore, the purpose of this report is to provide an overview of such and highlight the role, structure, and financial status of the SFCC, its various departments and units, their challenges, and achievements for the fiscal period October 1st, 2017 to September 30th, 2018.



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Overview of the Region

The City of San Fernando is located in the southwestern part of Trinidad, occupying approximately nineteen square kilometers (19 km²) and remains the second largest city in Trinidad and Tobago. This 'City' status was granted on November 19, 1988 due to its continued escalating population growth after being a Municipality since 1845 and subsequent elevation to a 'Borough' in 1853. The first elected Mayor of the City was Dr. Romesh Mootoo.

Characteristics of the Region

The City of San Fernando is distinct in its topography. Bounded to the North by the Guaracara River, south by the South Trunk Road, east by the Sir Solomon Hochoy Highway and west by the Gulf of Paria, its undulating plains feature a series of streams and rivers spread over its landscape. The Guaracara, Marabella, Vistabella and Cipero Rivers flow in a westerly direction through the city and drain into the Gulf of Paria.

In 1991, the Government of the Republic of Trinidad and Tobago (GoRTT) made the decision to extend the boundaries of San Fernando to include the following areas: Gulf View, Coconut Drive, Green Acres, Bel Air, Bobb Street and the Industrial Estate, Sunset Ridge, Sunset Cove, Tarouba, Cocoyea, and Marabella including Harmony Hall.

The most notable landmark, the San Fernando Hill is the highest point in the City. Majority of the development is on land which spills out from the San Fernando Hill onto the surrounding plains on the north, east and south. Much of the inner city is hilly by nature of physical development that has evolved and contoured for streets and the arterial system of the City (Kairi Consultants Limited 2016).

Population Statistics

According to the 2011 Population and Housing Census Demographic Report, published by the Central Statistical Office (CSO) of Trinidad and Tobago, the City's population stood at forty-eight thousand, eight hundred and thirty-eight (48,838) persons. The region also ranked the third most densely populated area of Trinidad and Tobago with a density of two thousand, five hundred and seventy (2,570) persons per square kilometer (Central Statistical Office of Trinidad and Tobago 2013). Figure 1 overleaf presents the breakdown of the population according to the twenty-one (21) communities in San Fernando.

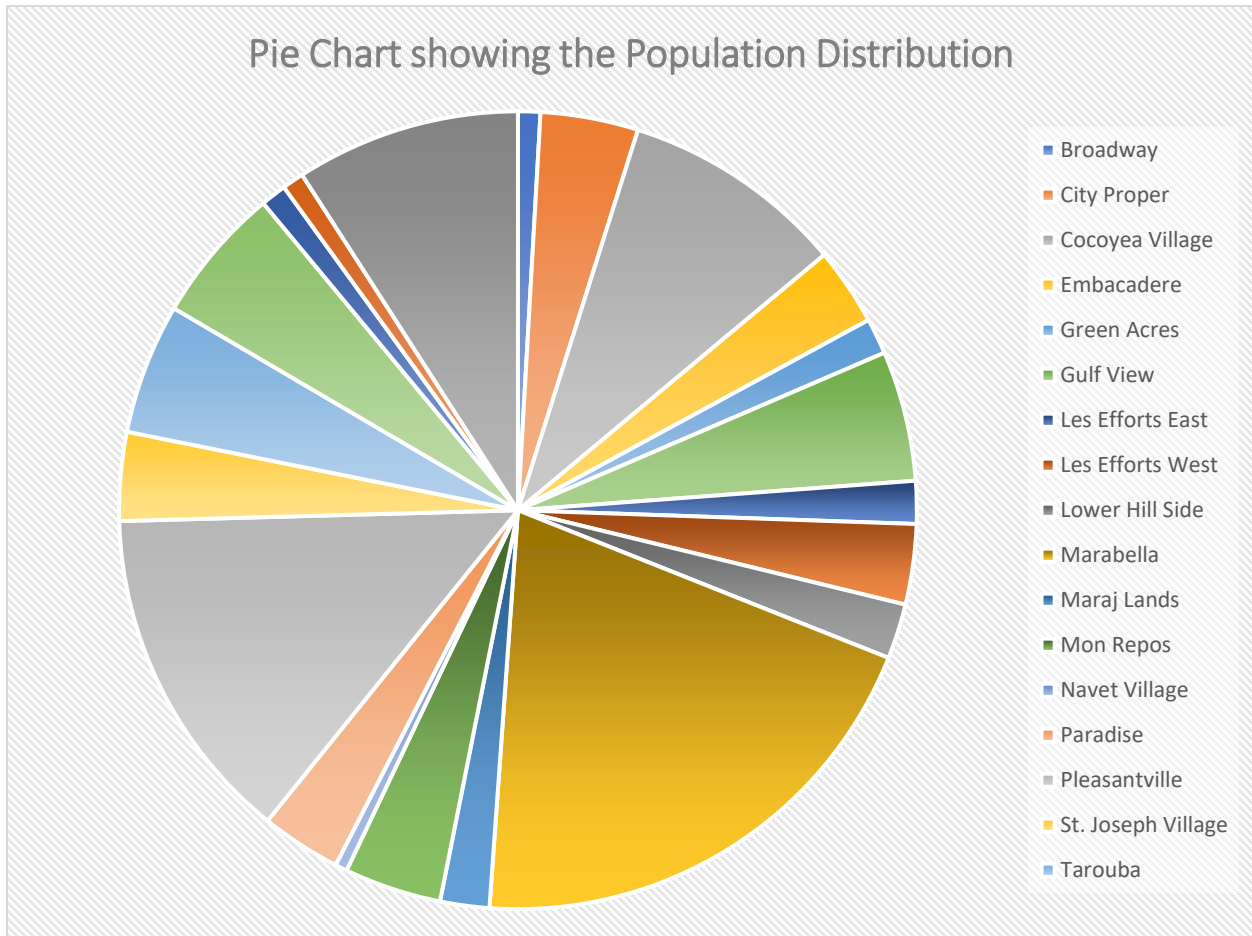


Figure 1: Pie Chart of the Population distribution across the 21 communities in San Fernando

From Figure 1 above, the largest of these communities is Marabella with Pleasantville, Vistabella, Cocoyea Village and Union Park rounding out the top five. The older settlements have evolved into commercial developments, and suburban communities on the north and northeast account for almost half of the land area and population of the city (Kairi Consultants Limited 2016).

It should be stated, however, that these population statistics have changed significantly as there has been major expansion of housing estates on the east and southeast of the city in the last few years as part of the Housing Development Corporation (HDC) initiative.

Physical and Social Assets

The City of San Fernando has maintained its status as the industrial capital of Trinidad and as a commercial hub and trading center for the south of the island. The expansion of the energy intensive industries at Pointe-a-Pierre and Point Lisas accounts for much of this spillover suburban growth.



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The citizens of the Region enjoy a host of commercial, recreational, and other social and cultural facilities. There are numerous businesses such as banks, insurance companies, pharmacies, markets, restaurants, hardware, malls, retail outlets and groceries to name a few as well as government and protective services. All religions are catered for through their respective places of worship throughout the municipality.

The region is home to several prestigious primary and secondary schools in the country. At the tertiary level, there is the University of the West Indies (UWI), Open Campus located in the City and the University of Trinidad and Tobago (UTT) campus. The City is also well equipped with primary, secondary, and tertiary health care facilities such as health centers built in strategic locations and the San Fernando General Hospital (SFGH).

To satisfy their recreational needs, the citizens have a variety of multipurpose facilities like South Park and the C3 Centre, parks, and other places of interest such as the San Fernando Hill, Wild Fowl Trust, the Naparima Bowl and the Creative Arts Centre and the Southern Academy for the Performing Arts (SAPA).

In addition to this, there are many active sporting clubs in the various communities within the City which host sporting events such as cricket, basketball, and football. School football especially Intercol is held on the major grounds namely the Manny Ramjohn Stadium and Skinner Park. Social and cultural events are held annually at key facilities. Some of these are listed below:

- Independence Day Celebrations and Fireworks at San Fernando Hill
- Ramleela Celebrations at Tarouba Recreation Ground
- Christmas Village at the Oasis Royal Road, San Fernando
- Calypso Semi- finals and Chutney Soca Monarch at Skinner Park
- Southern Games at the Guaracara Park
- Carnival – Parade of the bands
- Cricket tournaments such as the Caribbean Premier League (CPL) at the Brian Lara Cricket Academy
- City Week Celebrations: Saturday morning J'ouvert Celebrations, Pan in the Ville, Mayor's Ball, and Distribution of tokens to persons who have made a sterling contribution in San Fernando, Senior Citizens Day, Military Parade and Church Service.

The municipality also benefits from direct access from North Trinidad via the Sir Solomon Hochoy and the Uriah Butler Highways in addition to the Southern Main Road and from the east by a number of arterial links to communities in the east by the Naparima-Mayaro Road to Princes Town



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and Rio Claro, to the south by the South Trunk Road and to the south east by Golconda Road and the extension of the major highway to Penal (Kairi Consultants Limited 2016).

However, the City is subject to traffic congestion, which has a negative impact on residents and commuters into and out of the City. Insufficient parking on-street and limited number of arterial roads further exacerbates local traffic flows.

Electoral Districts

For electoral and political purposes, the twenty-one (21) communities can be further sub-divided into nine (9) electoral districts as listed below. Figure 2 illustrates a map of the districts within San Fernando City.

- | | |
|--------------------------------|-------------------------------|
| 1. Marabella East | 6. Springvale/ Paradise |
| 2. Marabella West | 7. Pleasantville |
| 3. Marabella South/ Vistabella | 8. Les Effort East/ Cipero |
| 4. Cocoyea/ Tarouba | 9. Les Effort West/La Romaine |
| 5. Mon Repos/ Navet | |

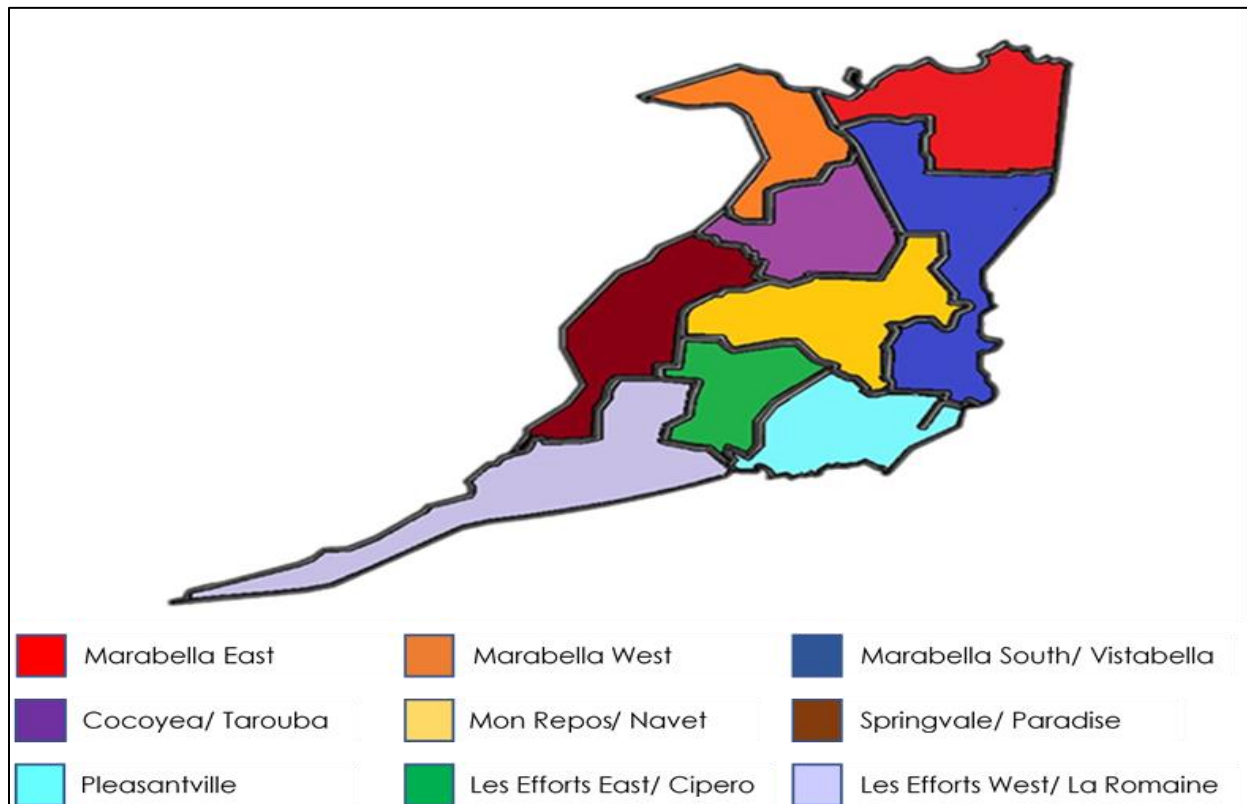


Figure 2: Map of the Electoral Districts of the City of San Fernando



Strategic and Legal Framework

The strategic framework of the San Fernando City Corporation, as outlined in Figure 3 below, defines the direction and focus of our institution and provides our team with a clear vision of what they are working to achieve for the citizenry of the municipality.

Strategic Framework of the San Fernando City Corporation



Figure 3: Strategic Framework of the San Fernando City Corporation

The Corporation's strategic goals are outlined as follows:

- Improving the sanitation of the City
- Improving the physical infrastructure and aesthetics of the City
- Preventing the incidents of vector borne illnesses in the City
- Building civic education of citizens
- Providing a reliable and efficient information system
- Improving corporate image
- Upgrading of the corporation facilities and equipment
- Improving the revenue earning capacity of the Corporation
- Assessment of properties for the establishing of land and building taxes
- Providing an efficient municipal department
- The maintenance and control of homes for the aged established by the Corporation



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The Municipal Corporation Act No. 21 of 1990 provides a Legal and Regulatory Framework which impacts the day to day running of the San Fernando City Corporation. This framework includes a host of Laws, Regulations and Ordinances as listed below:

- The Representation of the People Act, Act No. 41 of 1967 and its amendments
- The Boundaries Commission Act
- The Industrial Relations Act, 1972
- The Town and Country Planning Act, 1960
- The Public Health Ordinance, 1915
- The Land Acquisition Act, 1994
- The Highways Act, 1970
- The Regularization of Tenure Act, 1998
- The Public Service Regulations
- Statutory Authorities Service Commission Regulation and Act
- The Market Bye-Laws, 1905
- The Freedom of Information Act, 1999
- The Public Burial Grounds Act (Chapter 30:50)
- The Cremation Act (Chapter 30:51)
- The Recreation Grounds and Pastures Act (Chapter 41:01).
- The Litter Act, 1973
- Occupational Safety and Health Act 1/2004
- Dog Control Act, 2013
- Central Tenders Board Act, 1961
- The Civil Service Act
- The Equal Opportunity Act
- The Financial Regulations and Instructions
- The Exchequer & Audit Act



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Structure of the Corporation

The San Fernando City Corporation comprises of a Political Arm which is known as the San Fernando City Council and the Administrative Arm.

Political Arm

Each electoral district is represented by an elected Local Government Representative or Councillor. The Councillors are elected to office by the Citizens and normally hold office for three (3) years. The present Councillors were sworn into Office on 8th December 2016 and the Aldermen on 14th December 2016 and comprises of thirteen (13) members:

- Mayor
- Deputy Mayor
- Four (4) Aldermen (elected by Councillors)
- Nine (9) Elected member Representatives for each electoral District

The Mayor and Deputy Mayor is elected from amongst the Councillors and Aldermen. The Mayor is the Custodian of the City and is a Justice of the Peace for the City. He/She is also the ex-officio Chairman of all Committees of the Council and presides over the meetings of the Council.

The Council for the period 2016 to 2019 are presented below and in Table 1:

- Alderman Junia Regrello, His Worship the Mayor
- Alderman Johannes Deonarine
- Alderman Shane Samlal
- Alderman Maxene Thomas

Name of Councillor	Electoral District
Councillor Arnold Ryan Soogrim	Marabella East
Councillor La Verne Allison Smith	Marabella West
Councillor Phillip Stanislaus Montano	Marabella South/ Vistabella
Councillor Teresa Lynch	Cocoyea/ Tarouba
Councillor Patricia Victor-Wilson	Mon Repos/ Navet
Councillor Naigum Dumas Joseph	Springvale/ Paradise
Councillor Robert Parris	Pleasantville
Councillor Vidya Mungal- Bissessar	Les Efforts/ Ciperio
Councillor Anderson Williams	Les Efforts/ La Romaine

Table 1: List of Councillors for the period 2016-2019



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The Council formulates policies and makes decision on all major works to be undertaken within the region. As outlined under Section 69(1) of Act No. 21 of 1990, the Council is mandated to operate via four (4) Standing Committees to facilitate effective governance of social, physiological and economic well-being and development of the citizens. These are as follows:

1. Finance, Planning and Allocation of Resources
2. Personnel
3. Public Health
4. Physical Infrastructure

The Council meet once every month for each of these committees. The Finance, Planning and Allocation of Resources Committee relates to the planning, supervision, and approval of the expenditure of the financial resources of the Corporation.

The Personnel Committee is responsible for matters relating to employment and the employees of the Corporation.

Similarly, the Public Health Committee has responsibility for all matters pertaining to public health. These include, but are not limited to:

- Enforcement of Environmental Health Legislation such as the Public Health Ordinance, Litter Act and the Market and Abattoir Bye-Laws to name a few
- Environmental Sanitation
- Scavenging and Waste disposal
- Removal of derelict vehicles
- Emptying of cesspits and septic tanks
- Vector, Rodent and Canine control
- Maintenance of Sanitary and Public Conveniences

The Physical Infrastructure Committee is responsible for making decisions and formulating policies for matters relating to infrastructural maintenance, development, and usage. These include, but are not limited to:

- Streets
- Recreation grounds and parks
- Cemeteries and cremation facilities
- Sanitary and Public Buildings
- Spatial development



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In addition to this, and pursuant to Section 68(1) of the Act No. 21 of 1990, the Council also has the authority to appoint sub-committees which meet every Tuesday of the month. For the SFCC, these are:

1. Security
2. General Purposes
3. Building, Urban Planning and Development
4. Education, Youth Affairs and Sports
5. Institutions, Cemeteries, Parks and Playfields
6. National Days, Festivals and Arts
7. Assessment and Claims
8. Gender Relations and Social Development

All decisions taken at the various Committees are ratified at the Council's Statutory Committee Meeting which occurs every third (3rd) Wednesday.

Regional Coordinating Committee Meetings are also required by Act No. 21 of 1990 and are held every third (3rd) Monday. This committee brings all key stakeholders together to discuss matters impacting the Region, ensuring that work carried out is structured and done in a planned and coordinated manner to prevent duplication.

Administrative Arm

Council is mandated to act through the Administration of Chief Officers and Staff to deliver Local Government Services and assist the Council in policy development and the implementation of these policies. The Administrative Arm executes these resolutions of Council and is tasked with the efficient and effective delivery of products and services to all stakeholders through Direct Labour, Contracted Services, Recurrent and Capital Works programmes.

The Chief Executive Officer (CEO) is charged with the responsibility of managing the affairs of the Corporation, inclusive of planning, budgeting, coordinating, organizing, and directing its statutory functions. The CEO is supported by the Deputy Chief Executive Officer (DCEO) and other Chief Officers whose combined efforts and dedication have allowed the Corporation to continuously achieve its strategic objectives through the implementation of the Council's programmes. The Chief Officers are:

- Chief Executive Officer (CEO)
- Corporation Secretary (CS)



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- City Treasurer Accountant (CTA)
- Chief Medical Officer of Health (CMOH)
- City Engineer (CE)
- Superintendent of Police

The Chief Officers of the Corporation are assisted by qualified monthly paid officers, daily rated employees at all levels and contract workers. Public trust and confidence are strengthened through the provision of efficient, effective, and reliable services to the citizenry, coordinated through the undermentioned departments/units and their relevant sub-units in a professional manner. **Appendix I** provides a visual representation of the various Departments/ Units and their relevant sub-units.

1. Accounts Department
2. Office of the CEO
3. Engineering Department
4. Public Health Department
5. Disaster Management Unit
6. Municipal Police Department
7. Assessments Department
8. Tenders Unit
9. Internal Audit Unit
10. Personnel Department
11. Office Management

Organizational Structure

As mentioned, the SFCC provides employment to a variety of workers. The Corporation's establishment includes approved positions for two hundred and ten (210) monthly paid officers and five hundred and twenty-three (523) daily paid employees. Contracted workers are also hired to fill labor gaps created by the increasing demands of the region and lengthy time for the relevant external authorities to fill established positions.

Categorization of the Workforce

Monthly Paid - The permanent Monthly paid establishment of the City Corporation are filled by public officers who are recruited through the Statutory Authorities Service Commission (SASC). They are represented by the Public Service Association (PSA) with their salaries and terms and conditions of service being negotiated with the Chief Personnel Officer (CPO). These are two hundred and ten (210) positions ranging from professional, technical, administrative, clerical, secretarial and manipulative in job responsibility.

Daily Paid - These daily rated workers provide a means of direct labour, both skilled and unskilled, and are recruited by the Personnel Department of the SFCC. The Corporation is guided by the



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Collective Agreement as negotiated by the Contractors and General Workers Trade Union (C&GWTU) who is the union representative for the Daily paid workers and the CPO, which states their salaries and terms and conditions of service.

According to this Agreement, daily rated workers can be classified as permanent, guaranteed, regular or casual workers. Permanent workers are those who fill the approved positions of the Corporation's daily paid establishment. Guaranteed workers are those who have a minimum of three (3) years effective service while regular workers are those who have at least two (2) years of consecutive service. Casual workers are recruited on a fortnightly and rotational basis to temporarily fill any labor gaps. To retain the Corporation's 523 approved positions which would naturally decrease due to retirement, death and/or resignation, workers from the guaranteed list are promoted based on qualifications, skill set and seniority.

As previously mentioned, the Corporation's approved Daily paid cadre currently stands at five hundred and twenty-three (523) positions, comprising of three hundred and eighty-four (384) Permanent workers and one hundred and thirty-nine (139) Regular workers. An additional two hundred and fourteen (214) casual workers are also employed, bringing the Corporation's daily paid cadre to seven hundred and thirty-seven (737) employees as highlighted in Table 2 below.

Category of Daily Paid Worker	Permanent	Regular	Casual
Number Employed	384	139	214

Table 2: Breakdown of Daily Paid Cadre

Contract Workers – The Contract staff of the SFCC are recruited by the MRDLG. Their salaries and terms and conditions of work are negotiated by the Ministry and the CPO with the contracted period usually being 1-3 years. These Cabinet approved positions are the Corporate Secretary, the staff of the Disaster Management Unit (DMU) and the Litter Wardens. The services of a Veterinarian are contracted on a part time basis or when their expertise is required.

On-the-Job Trainees (OJTs) – These individuals are provided by the Ministry of Labor & Small Enterprise Development (ML&SED) for a period of two (2) years where they are trained in the day-to-day operations of the Corporation in order to obtain valuable work experience. The Head of the Department would highlight a need for the officer and make a request through the Corporation's Personnel Department.

Short term Contract Workers – The CEO has the authority and power to create short term positions where he/she deems necessary to fill labor gaps. The Corporation has a financial Vote for



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payment of these positions and workers are recruited in-house by the Corporation's Personnel Department. These short-term positions are generally given for a month-to-month or three-month basis and fluctuates during the fiscal period. As such, they do not form part of the SFCC's Approved Establishment.

Locations

The first Town Hall was built in 1834 at the corner of Harris Promenade and Penitence Street. In 1930, the foundation stone for a new Town Hall was laid by the then Governor Sir Alfred Claud Hollis, K.C.M.G; C.B.E. In 1931, it was rebuilt on the same site and is now known as City Hall. The building comprises of three (3) floors: the Basement, the Ground Floor and the First Floor. The San Fernando City Municipal Police building is at Lady Hailes Avenue, San Fernando.

An extension to the City Hall at #9 Penitence Street was opened in October 1990 and houses the Rates, Assessment, Personnel and City Engineer's Departments. In October 2000, two new buildings were constructed. One of which now houses the Public Health and Administration Departments as well as the City Hall Auditorium. The other has the offices of the Carnival Committee, Trinbago Unified Calypsonians Organization (TUCO), Audit Unit and Sancity Cuisine.

The Transport Division and Stores Unit of the Engineering Department as well as the Environmental Control Division (ECD) of the Public Health Department is situated at the Carib Street Complex, San Fernando. The Corporation also has staff stationed at their sub-offices in each of the five (5) Administrative Districts or Wards. These are:

1. North Western Ward
2. North Eastern Ward
3. South Western Ward
4. South Eastern Ward
5. Pleasantville Ward

Wards and Institutions

As previously mentioned, for easier management and distribution of resources, there is a sub-office located in each of the five (5) Wards/ Administrative Districts. Both monthly paid and daily paid employees of the Administration, Public Health Department and Engineering Department are assigned to the various institutions under the purview of the SFCC based on their geographical location within the Wards.

Figure 4 overleaf provides the list of the institutions under the authority of the SFCC.



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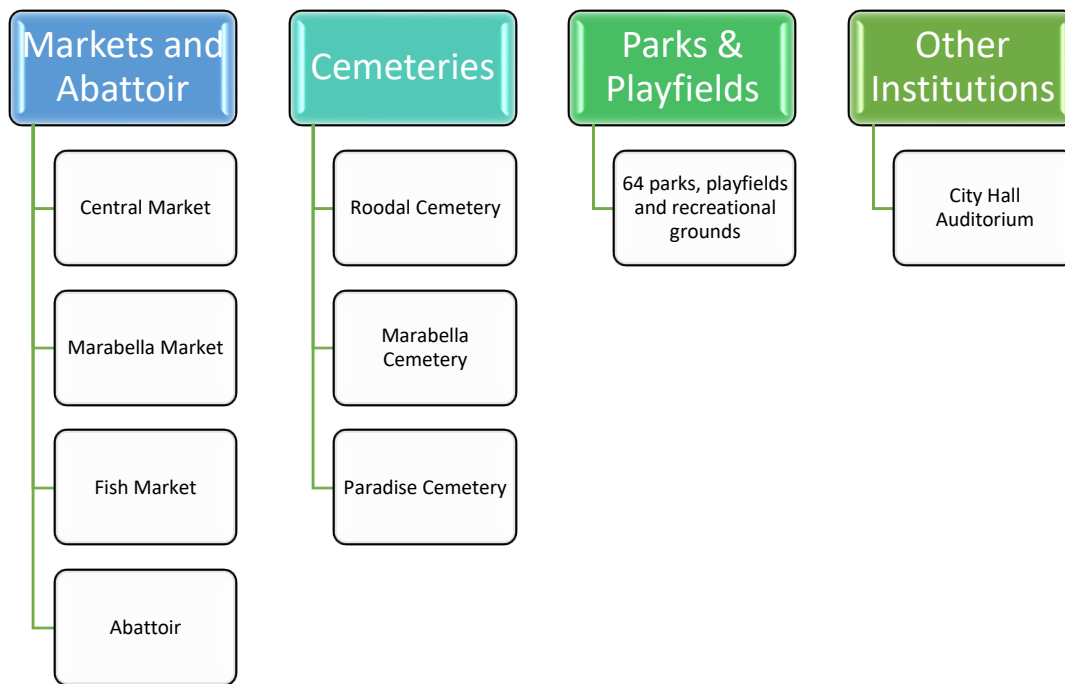


Figure 4: List of Institutions under the purview of the SFCC

The allotted Administrative staff are responsible for the management of the daily operations and collection of revenue and report to the Administrative Assistant under the Administration of the Office of the CEO. These include the Clerks and Messengers. Employees responsible for the cleaning, maintenance and general upkeep of the institutions report to the Public Health Inspector II of the Sanitation Unit, Public Health Department, and the Works Supervisor II of the Engineering Department. Examples include cleaners, checkers, chargehands, laborers, etc.

Markets and Abattoirs

There are two (2) general markets and one (1) fish market under the purview of the SFCC. Due to the dilapidated conditions of the Abattoir, it was demolished in 2013. The markets are the **Central Market** located in San Fernando and the **Marabella Market** in Marabella. The **Fish Market** is situated on King's Wharf.

Cemeteries

The three (3) cemeteries that fall under the jurisdiction of the SFCC are:

1. **Paradise Cemetery:** This is a closed cemetery located in the inner City. Only owners of allotments and their authorized relatives can use this cemetery.
2. **Roodal Cemetery:** This is the most frequently used Cemetery in the City. It caters to the needs of all citizens /residents of San Fernando.



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3. **Marabella Cemetery:** This Cemetery is utilized by residents of Marabella and its environs.

Parks & Playfields

There are sixty-four (64) parks and playfields in the municipality of San Fernando that are under the authority of the Corporation. These facilities are utilized by the communities for social and cultural activities. Skinner Park is the most popular and widely used.

Other Institutions

The rental of the Corporation's auditorium facility is done on a "first come, first serve" basis. Council's approval must be obtained for the use of the facility.



Financial Management

Financial Management is the proper planning, organizing, directing, and controlling of financial activities to ensure the survival of any organization. The objectives of any financial department include profit and wealth maximization, proper estimation of financial requirements, proper mobilization and coordination of funds and the maintenance of proper cash flow.

This mammoth responsibility is given to the Accounts Department which is further segmented into two (2) units: the Payroll and Payables Unit and the Rates Unit. Staff from these Units all report to the City Treasurer Accountant (CTA) who is one of the Chief Officers of the Corporation. Figure 5 illustrates the breakdown of staff and the hierarchy of the Department.

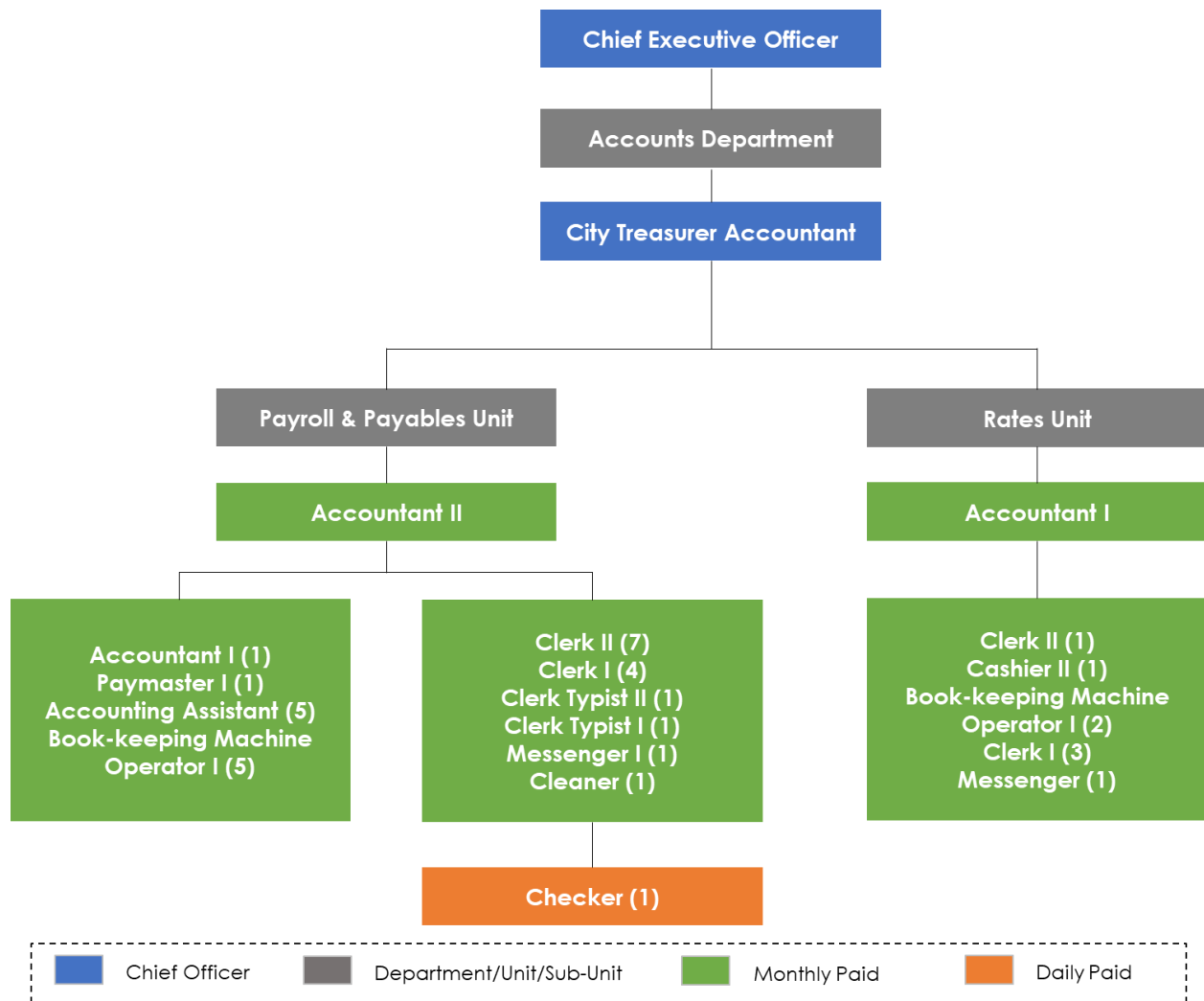


Figure 5: Staff Composition of the Accounts Department



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Roles and Responsibilities

The **Payroll & Payables Unit** consist of two (2) streams. As the name suggests, the first stream manages all aspects relating to the payroll of the Corporation's employees, that is, the pay sheets for both monthly and daily paid workers while the other focuses on the payments to contractors and other creditors.

The **Rates Unit** is responsible for the collection of revenue for the Corporation from chargeable services. A list of these services is presented in the 'Revenue Generation and Government Funding' section.

Generally, the overall roles and functions of the Department are as follows:

- Addressing all matters of finance and accounts of the Corporation and ensuring that all such transactions are properly recorded in accordance with the Financial Legal Framework that pertains to the running of the Department and as highlighted in the Financial Legal Framework section.
- Designing and implementing proper systems and internal controls to ensure proper accountability and to safeguard the assets of the Corporation.
- Submitting a budget to the Council by 31st March for their approval for the next Financial year and then for onward transmission to the various ministries and addressing any budget changes.
- Preparing a Balance Sheet, Revenue and Expenditure Statement as well as any other relevant Financial Reports for presentation to the Council, showing the financial position of the Corporation for the Fiscal Year. This must be submitted before the 31st December of the said year after the close of the Financial Year.
- Preparing monthly and annual financial statements.
- Requesting release and confirmation of funds from the Budget Division, Ministry of Finance (MoF).
- Ensuring effective revenue collection.
- Preparing receipts for cheques and cash payments received.
- Collecting house rates and all chargeable services.
- Submitting requests for virements/ transfer of funds on a timely basis.
- Preparing invoice orders – verifying signatures, prices, awards, and estimates etc. on requisitions.
- Preparing payroll of staff.
- Responding to salary and other general applicable queries.



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Avenues for Expenditure

The Corporation's avenues for expenditure can be grouped under Recurrent Services and Capital Expenditure. Recurrent services include personnel expenditure, i.e. payment of wages, gratuities and pensions and payment of goods, services and minor equipment. Capital expenses are mainly done through the Development Programme (DP) of the Public Sector Investment Programme (PSIP) whereby infrastructural works and capital purchases for the region are approved and financed.

Revenue Generation and Government Funding

Funding for these activities of the Corporation is provided mainly through Government subventions on a deficit financing basis. These subventions are received throughout the financial year through the Ministry of Finance (MOF) based on the submission of the Corporation's Draft Estimates which shows financial projections for works to be implemented and expenditure in the new financial year.

For the fiscal period 2017/2018, the Government subvention to fund the Corporation's recurrent activities showed a decrease of 8.89% from One hundred and thirty-seven million, eight hundred and forty-three thousand, one hundred and sixty-eight (\$137,843,168) to One hundred and twenty-five million, five hundred and eighty-two thousand, two hundred and ninety-two (\$125,582,292).

In addition to this, the Corporation generates revenue through bank interest and collection of fees, rates, licenses, disposal and sale of old stores and miscellaneous items. These services include, but are not limited to, the following:

- House Rates
- Renting of facilities, markets, parks, and auditoriums
- Issuing of food badges
- Collection of waste
- Sale of old stores
- Vending areas

Table 3 overleaf summarizes the avenues for revenue generation for the fiscal period October 1st, 2017 to September 30th, 2018.



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Activity/ Chargeable Service	Revenue Earned (TTD)
Rent (General Administration, Institutions, Parks/Playgrounds & Cemeteries)	187,807
Fees (General Administration, Institutions, Parks/Playgrounds & Cemeteries)	469,617
Rates (General Administration)	0
Licenses (General Administration, Institutions, Local Health Authority)	373,420
Interest (General Administration)	11,013
Disposal (Local Health Authority)	112,125
Contributions (Transport)	0
Gate Receipts (Parks/Playgrounds & Cemeteries)	0
Extra-ordinary Sale of Old Stores (General Administration)	0
Miscellaneous (General Admin, Institutions, Parks/Playgrounds & Cemeteries)	555,212
Total	1,709,194

Table 3: Summary of Revenue earned at the Corporation for the fiscal period 2017/2018

The Corporation's revenue increased by approximately sixteen percent (16.83%) in fiscal 2017/2018 from One million, four hundred and twenty-one thousand, five hundred and twenty dollars (\$1,421,520) to One million, seven hundred and nine thousand, one hundred and ninety-four dollars (\$1,709,194).

Expenditure

In 2017/2018, the Corporation's recurrent expenditure was One hundred and twenty-seven million, two hundred and ninety-one thousand, eight hundred and eighty-six dollars (\$127,291,886), a 13.5% decline from the previous fiscal. SFCC incurred a deficit of Seven million, eight hundred and sixty-nine thousand, four hundred and seventy-six dollars (\$7,869,476).

Under the Development Programme (DP), a revised allocation was given at Twelve million, seven hundred thousand (\$12,700,000), however only Twelve million, fifty-six thousand, eight hundred and thirty-six dollars (\$12,056,836) was released. The Corporation's total expenditure and commitment to end the fiscal amounted to eight million, seven hundred and thirty-three thousand, eight hundred and thirty-five dollars and fifty cents (\$8,733,935.50), an estimated seventy-two percent (72%) of the amount released.



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Unspent Balances

The non-utilized releases which are known as unspent balances under the DP of the PSIP are retained by the Corporation. To utilize these funds, there must be both Statutory Approval from Council and Ministerial Approval from the Line Minister at the MRDLG. For the reporting period, under the Development Programme, unspent balances amounted to three million, three hundred and twenty-two thousand, and nine hundred dollars and fifty cents (\$3,322,900.50).

Financial Legal Framework

The Department operates within a legal framework in dealing with the revenue and expenditure of the Corporation. Some of these are listed below:

- The Financial Regulations of Trinidad and Tobago
- The Financial Instructions 1965 of Trinidad and Tobago
- Exchequer & Audit Act, Chapter 69:01
- The Constitution of the Republic of Trinidad and Tobago
- Municipal Corporations Act No. 21 of 1990, Part VI
- International Financial Reporting Standards (IFRS)

Challenges and Recommendations

Table 4 highlights the Challenges/Issues as well as some recommendations as found within the Accounts Department.

Challenges/ Issues	Recommendations
Succession planning to achieve continuity and encourage growth. Lengthy delays in the replacement of staff who have retired or resigned.	Succession planning/ greater collaboration with the Human Resources Department and the SASC.
Subventions were received close to the end of the month instead of the beginning of the month.	The Corporation dependency on subventions will be reduced if it is to collect and utilize the house rates revenue.
Constant changes to staff hinder their performance as staff go through the learning curve.	Limit the movement of staff for longer periods.
Absence of computerized payroll system.	Computerization of Payroll which will allow for computerized pay record cards and TD4 slips.



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Challenges/ Issues	Recommendations
Inadequate storage space to secure important official documents	Provision of additional storage space.

Table 4: Challenges of, and Recommendations for the Accounts Department

The Financial Report of the Corporation's Recurrent Expenditure as well as the Financial Report of the Development Programme for the fiscal period ending September 30th, 2018 are presented in the following sections.



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Recurrent Expenditure Report
For the Year Ended 30th September 2018

REVENUE

Government Subvention	125,582,292
Subvention Receivable	0
Other Income	1,709,194
Total Income	127,291,486

PERSONNEL EXPENDITURE

01 Salaries & C.O.L.A.	17,925,321
02 Wages & C.O.L.A.	55,901,353
03 Overtime – Monthly Paid Officers	0
04 Allowances – Monthly Paid Officers	940,678
05 Government Contribution to N.I.S.	6,594,379
08 Salaries & C.O.L.A. (w/out bodies)	0
13 Remuneration to Council	1,509,200
20 Gov't Contribution to Grp Health Ins. – Daily Rated Workers	787,077
27 Gov't Contribution to Grp Health Ins. – Monthly Rated Workers	182,307
29 Overtime – Daily Rated Workers	3,112,733
30 Allowances – Daily Paid Workers	896,635
Total Personnel Expenditure	87,849,683

GOODS AND SERVICES

001 General Administration	4,948,417
002 City & Department of Maintenance	1,521,333
003 Institutions	3,062,029
004 Parks, Playgrounds & Cemeteries	1,892,124
005 Transport	964,754
006 Local Health Authority	14,701,814
Total Goods and Services	27,110,471

MINOR EQUIPMENT PURCHASES

0

CURRENT TRANSFERS & SUBSIDIES

005 Institutions	0
007 Households	11,189,112
009 Other Transfers	87,466
Total Current Transfers	11,276,578

Total Expenditure

126,236,732

Commitments

1,054,690

NET SURPLUS/ (DEFICIT)

(64)



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Development Programme Expenditure Report

For the Year Ended 30th September 2018

DEVELOPMENT PROGRAMME	ALLOCATION	TRANSFER	REVISED ALLOCATION	RELEASES	TOTAL EXPENDITURE & COMMITMENT	BALANCE ON FUNDS RELEASED
074 - Drainage & Irrigation Programme	5,000,000.00	0	5,000,000.00	5,000,000.00	4,648,541.00	351,459.00
077 - Development of Recreational Facilities	1,000,000.00	0	1,000,000.00	1,000,000.00	0	1,000,000.00
080 - Development of Cemeteries & Cremation Facilities	300,000.00	0	300,000.00	300,000.00	275,850.00	24,150.00
084 - Improvements to Markets & Abattoirs	900,000.00	0	900,000.00	900,000.00	403,067.50	496,932.50
089 - Local Roads & Bridges Programme	4,000,000.00	0	4,000,000.00	4,000,000.00	3,277,664.00	722,336.00
092 - Local Government Building	500,000.00	0	500,000.00	500,000.00	70,313.00	429,687.00
095 - Procurement of Major Vehicles & Equipment	700,000.00	0	700,000.00	356,836.00	58,500.00	298,336.00
102 - Disaster Preparedness	0.00	0	300,000.00	0	0.00	0
104 - Dog Control Programme	0.00	0	0	0	0.00	0
TOTAL	12,056,836.00	0	12,700,000.00	12,056,836.00	8,733,935.50	3,322,900.50



Office of the Chief Executive Officer (CEO)

The staff present in the Office of the Chief Executive Officer (CEO) provides the communication links between the Council, the CEO, other departments of the Corporation and the public. It comprises the Secretariat Unit and the Administration which can be further segmented into the Community & Complaints Desk and the Administration section of the Corporation's Institutions. Figure 6 below illustrates the staff composition of this section for the reporting period.

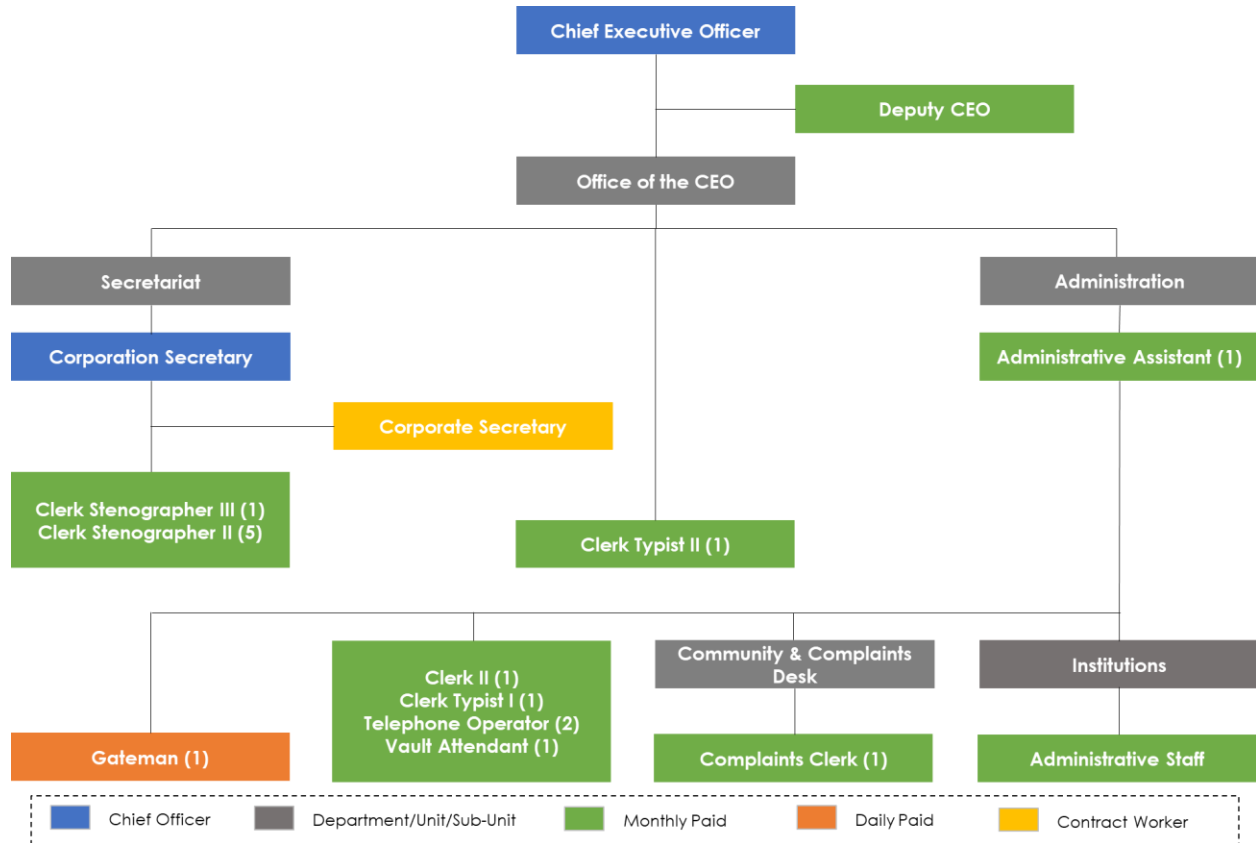


Figure 6: Staff Composition of the Office of the CEO

Secretariat

The Head of the Secretariat Unit is the Corporation Secretary which, for the period 2017/2018, remained vacant. A Corporate Secretary responsible for the legal matters of the Council and Corporation was retained on contract through the Ministry of Rural Development and Local Government (MRDLG) and in the absence of the Corporation Secretary, often acted as the Head of the Unit. Other positions in this Unit include one (1) Clerk Stenographer III and five (5) Clerk Stenographers II's.



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This Unit is primarily responsible for all claims and legal matters made against the Corporation for damages or injuries to its properties. The Stenographers, through the guidance of the Corporation Secretary, is responsible for ensuring that all Council meetings are arranged in accordance with the established guidelines. Further, all meetings must be recorded and minuted and all decisions forwarded to the relevant departments.

Administration

The Administration Department of the SFCC consists of areas that offer administrative services to the burgesses of the City.

Institutions

Under this section of the Administration, there are the Markets, Parks and Playfields, Rental of the Auditorium and Cemetery matters. Each area in its own way is focused on the achievement of the organizational goals.

Markets

Figure 7 below illustrates the staff assigned to the three (3) markets under the authority of the Administration of the SFCC. From the Figure, those in green are monthly paid staff, while those in orange are daily paid employees and yellow are contract workers.

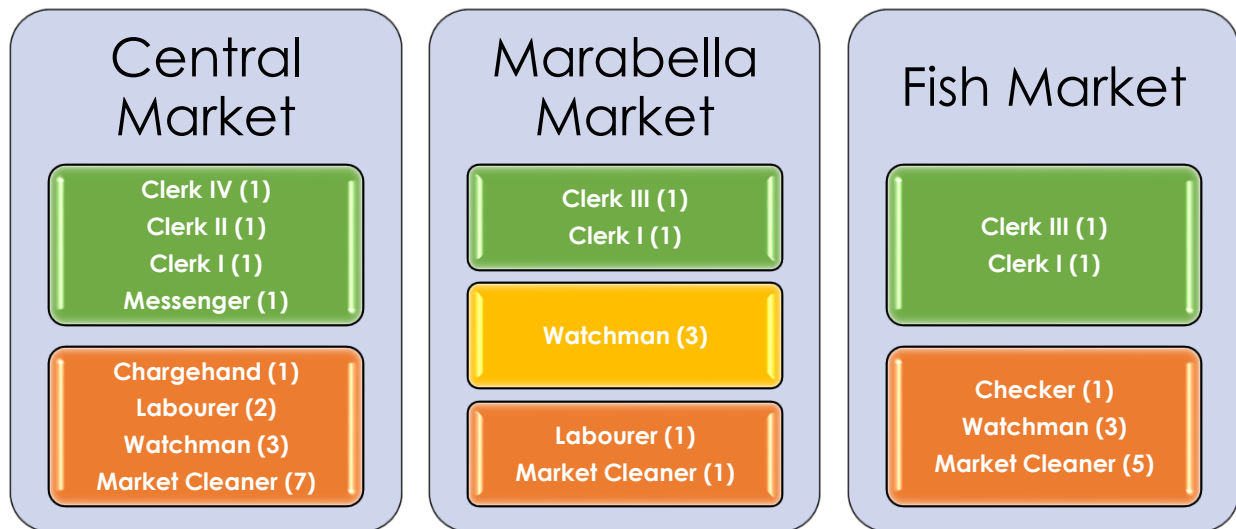


Figure 7: Staff assigned to the Administration for Markets

The Clerk IV and III's in the Central Market and Marabella and Fish Markets respectively act as Market Administrators. The roles and responsibilities of the Market Administrators are to ensure that:



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- Fees for rental of stalls are collected daily.
- Facilities are kept in a sanitary condition.
- Operations at the market conform to the Market Bye Laws.
- Hours of business are in conformance with Municipal Act 21/90.
- Cash and related registers are properly maintained in accordance with the Financial Regulations.
- A register of the stalls allocated to the qualified applicants are properly maintained.
- Fairness and equity are rendered in solving any 'in-house' issues that may arise amongst vendors.
- Any matters pertaining to the markets are reported to the Administrative Assistant and/or the CEO when necessary.

Cemeteries

The administrative matters relating to burials within the City are generally handled by the Administration Department along with the staff at the cemetery office. All documents relevant to burials, opening of graves, erection of headstones and purchase of allotments must be completed, and the appropriate approvals sought in advance.

For the Paradise and Roodal Cemeteries, there is the following staff complement:

- Cemetery Keeper **(2)**
- Checker **(2)**
- Grave Digger **(11)**

The Cemetery Keepers form part of the monthly paid establishment while the checker and grave diggers form part of the daily paid cadre. At the Marabella Cemetery, there is one (1) Cemetery Keeper, retained on contract.

Parks & Playfields

The scheduled use of the Corporations Parks and Playfields once approved by Council is processed by the Clerk II who is responsible for dealing with the administrative aspects. All parks and playfields are utilized by communities for social and cultural events.

City Hall Auditorium

The City Hall Auditorium is generally rented on a first come basis. Fees are paid and all administrative matters are handled prior to the date of the event. The daily paid workers assigned to the Auditorium under the Administration are listed below. They all report directly to the Administrative Assistant.



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- Charwoman **(1)**
- Labourer **(8)**
- Gateman **(1)**

Community & Complaints Desk

The Complaints Desk was established to accept complaints from burgesses with respect issues which may arise in the community. Once the matter is investigated and resolved there could be a more efficient and effective delivery of services to the burgesses.

There is one (1) Complaints Clerk at the Community & Complaints Desk who reports directly to the Administrative Assistant. The officer assigned to this desk is responsible for receiving complaints from members of the public who could also request services or obtain information about the Corporation and services offered.

Challenges and Recommendations

Table 5 highlights the challenges/issues as well as some recommendations as found within the Secretariat Unit while Tables 6 and 7 identifies those within the Community & Complaints Desk and Institutions under the Administration respectively.

Challenges/ Issues	Recommendations
The staff of the Secretariat is under the direct supervision of the Corporation Secretary. For some time, there have been short term appointments for the Office of Corporation Secretary which has resulted in a lack of continuity. The smooth operations of the department are affected as Clerk Stenographers are required to do some of the tasks of the Corporation Secretary on those occasion.	An Officer should be appointed in a more permanent basis in the position of Corporation Secretary.
Due to the rapid turnover of the Corporate Secretary position, the completion of the Performance Appraisals for officers of the Secretariat Unit have been affected. The Corporate Secretary has not been able to work with the Clerk Stenographers to	The Administrative Assistant should be allowed to work closely with the Clerk Stenographers whilst the Corporate Secretary give greater attention to the legal matters of the Corporation. E.g., Building matters, High Court



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Challenges/ Issues	Recommendations
understand their capabilities/potentials, strengths, and weaknesses.	Matters, Risk Management Services Limited – Public Liability Claims etc.
Should a Clerk Stenographer proceed on Vacation Leave or any other Leave, a replacement by the SASC is usually not forthcoming; the Secretariat is usually short staff until the Officer returns from leave.	Once no replacement is available when a Clerk Stenographer proceeds on leave, the officers in the Secretariat should be allowed to provide hands-on training for persons who are suitably qualified (within/outside of the Corporation) for the position and may not be short listed at SASC.

Table 5: Challenges of, and Recommendations for the Secretariat Unit

Challenges/ Issues	Recommendations
The length of time the various departments respond to complaints are usually long.	Heads of Departments are to ensure that complaints addressed to their department are addressed promptly.
Rapid change of staff to the Complaints Desk.	To ensure the desk has a desk manual which will assist new persons to function effectively.
Persons must be trained in Customer Service as they interface with the public daily basis.	To offer Customer Service Training to Administrative Staff.

Table 6: Challenges of, and Recommendations for the Community & Complaints Desk

Challenges/ Issues	Recommendations
Lack of police presence daily at the Markets contributing to illegal vending becoming rampant at the front area of the Markets.	To increase resources of the Municipal Police so the Department can properly allocate officers daily at the Markets.
Poor ventilation and leaking roofs in the office of the Fish Market.	To allocate funds in the Development Programme for the next fiscal to facilitate these repairs.
Lack of washrooms for use by the public when attending funerals at the Cemeteries.	To allocate funds in the Development Programme for the next fiscal to construct these washroom facilities.



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Challenges/ Issues	Recommendations
Lack of shelters with benches so that mourners could utilize when attending funerals at the Cemeteries.	To allocate funds in the Development Programme for the next fiscal to construct these shelters.

Table 7: Challenges of, and Recommendations for the Institutions



Engineering

The City Engineer's Department, spearheaded by the City Engineer, maintains the largest work portfolio of the Corporation year-round. The Department is responsible for the overall development and maintenance of all physical infrastructure that falls within the jurisdiction of the SFCC and is segmented into six (6) main Units and their relevant sub-units as highlighted in Figure 8, easily making it one of the Corporation's largest departments.

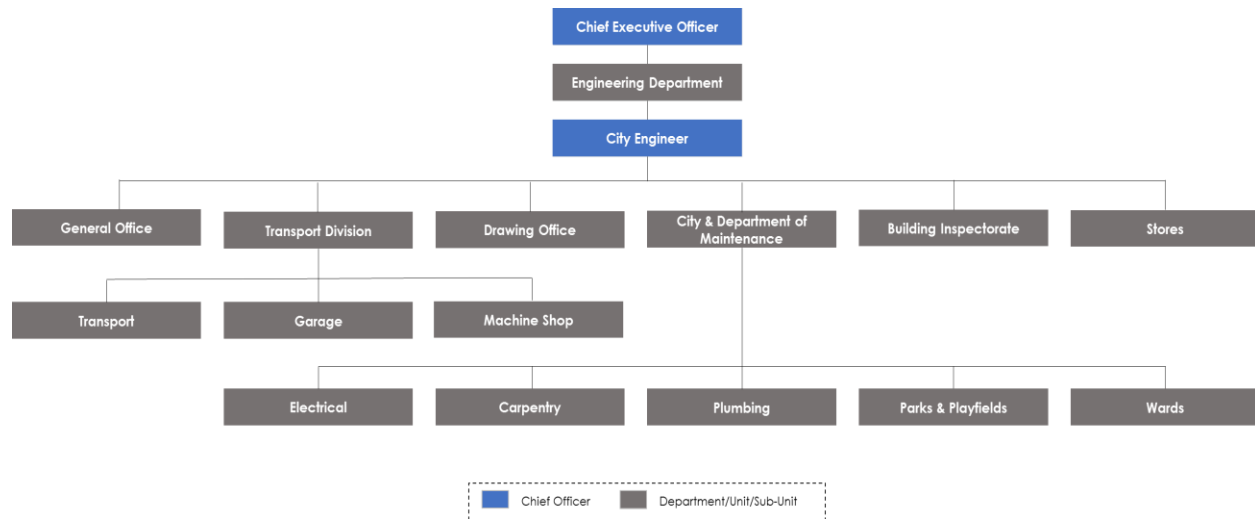


Figure 8: Units and Sub-Units of the City Engineer's Department

1. General Office

The General Office is the nucleus through which all the activities of the City Engineer's Department are coordinated, organized, planned, and implemented.

The Officers in this sub-unit perform the following roles and responsibilities:

1. Receiving complaints from the public and distributing same to the relevant work supervisors.
2. Verifying contract and retention payments.
3. Signing time books for all wards, personnel and Engineers department.
4. Updating attendance register daily and prepare monthly attendance reports.
5. Signing off casual, sick leave, vacation leave etc.
6. Preparing and signing off on work orders for various departments.
7. Managing the requisition of toiletries etc. for all wards.
8. Logging all incoming and outgoing office furniture and equipment in the department.



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9. Liaising with Stores, Tenders and the City Engineer.

Figure 9 highlights the staff composition of the General Office in the Engineering Department.

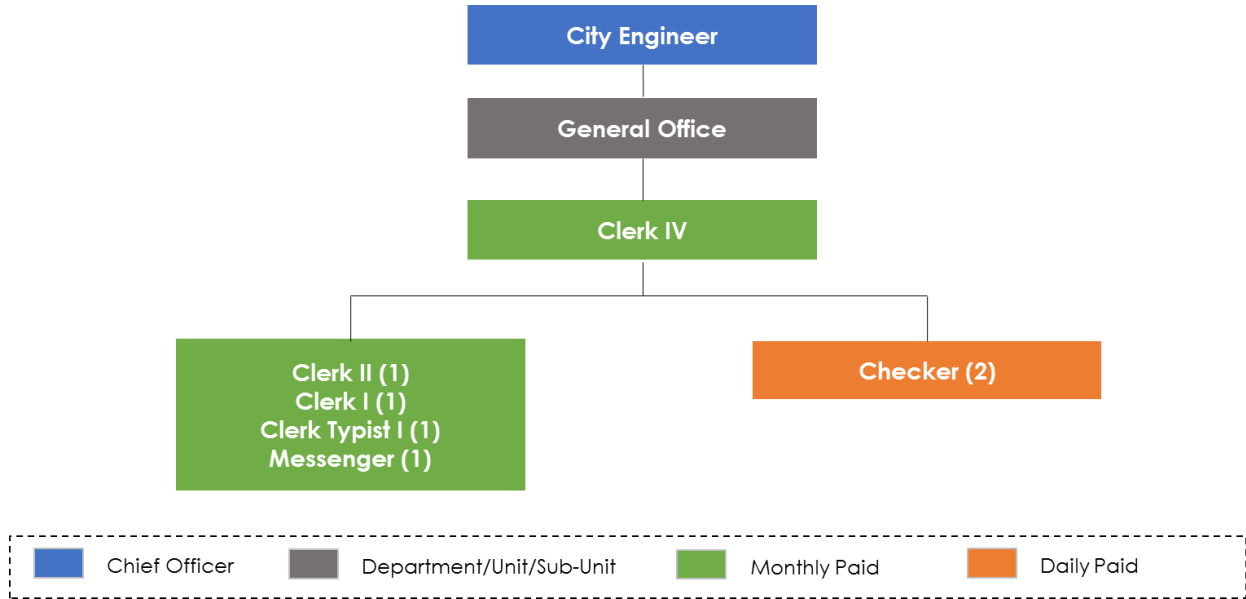


Figure 9: Staff Composition of the General Office, Engineering Department

2. Drawing Office

The staff of the Drawing Office works closely with the Building Inspectorate Unit and the City & Department of Maintenance, developing construction drawings to be included in the estimates, creating building plans and checking for cadastral drawings.

Figure 10 below illustrates the staff composition of the Drawing Office.

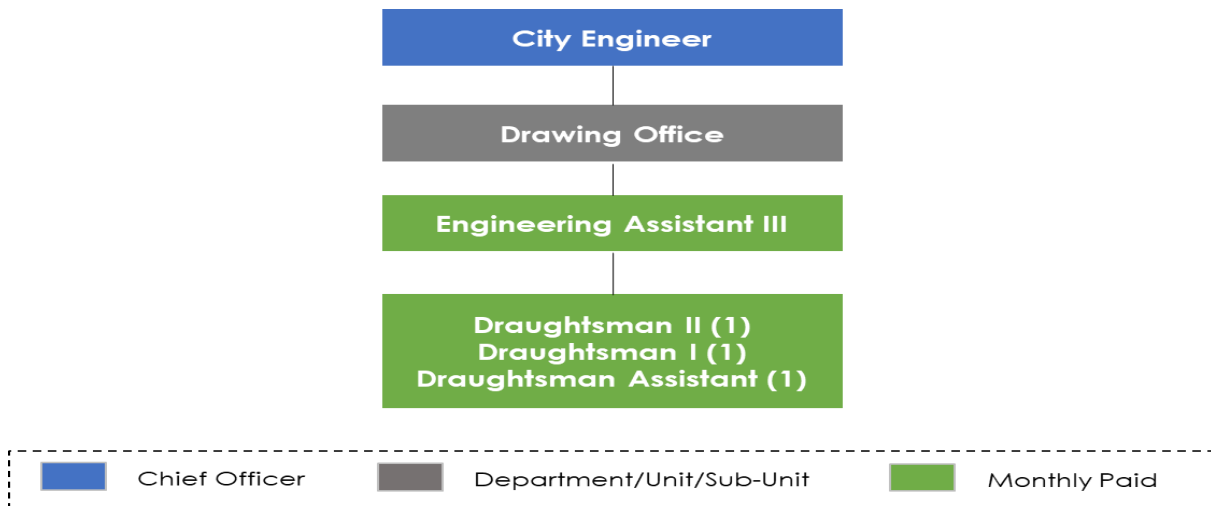


Figure 10: Staff Composition of the Drawing Office



3. Stores

The Stores Unit is responsible for the procurement of the materials and equipment utilized by the Engineer's Department. The officers attached to this Unit prepare monthly statements, payment vouchers and quotations, manage the delivery of the materials and record the balances of stock.

Figure 11 provides a visual representation of the staff composition in the Stores Unit.

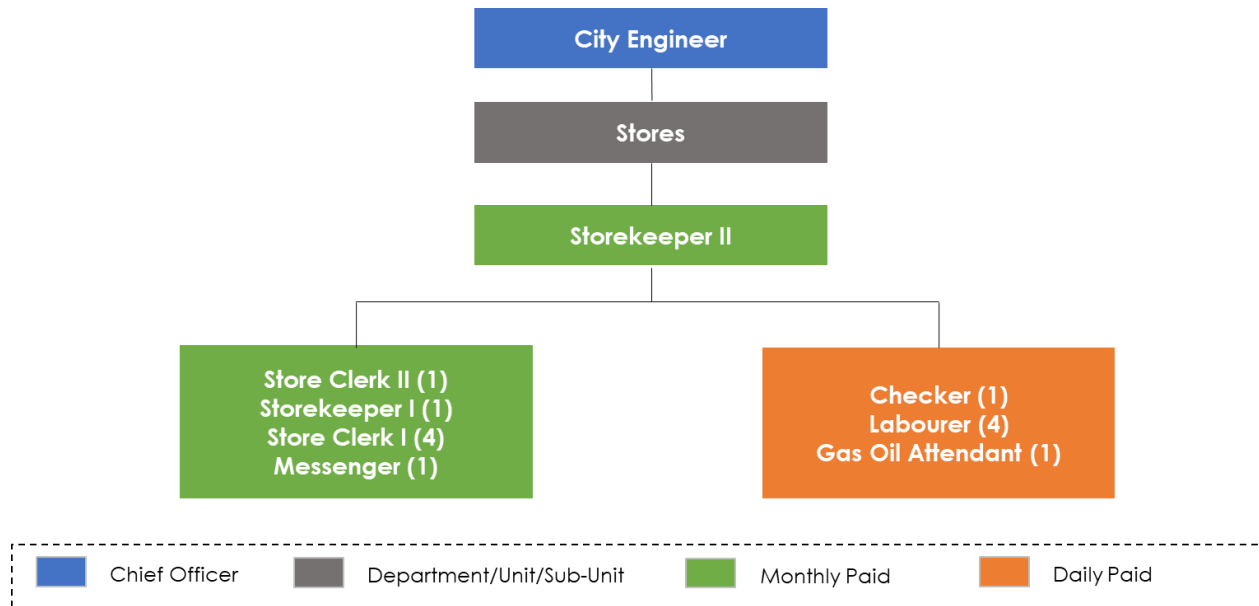


Figure 11: Staff Composition of the Stores Unit, Engineering Department

4. Building Inspectorate

This Unit is responsible for the receipt and processing of building applications which are transmitted from Town and Country Planning Division (TCPD), Ministry of Planning and Development. The three (3) member Unit, as shown in Figure 12, checks these building applications to ensure they meet the specific engineering standards and recommend same for approval by the Building Committee. Land development proposals are also verified for compliance in accordance with the established standards.

This Unit issues completion certificates and works together with the Public Health Department to ensure that both existing buildings and those under construction meet proper Public Health Standards.

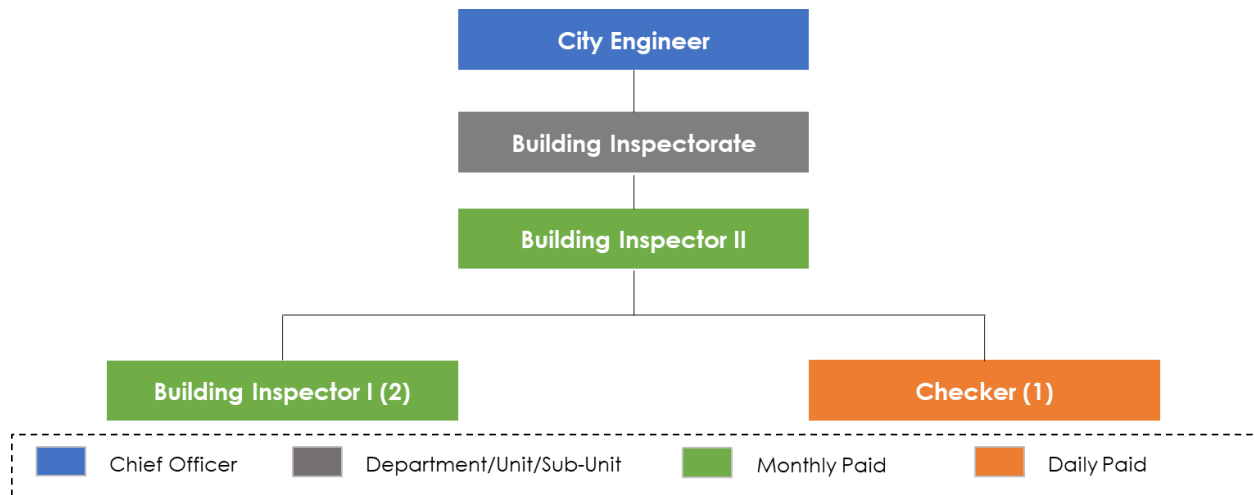


Figure 12: Staff Composition of Building Inspectorate Unit

5. Transport Division

The Transport Division is responsible for providing transportation to all Departments, Units and Sections of the Corporation. It is extremely important in the operations of the Engineering Department since neither man nor materials can be transported without their input.

As highlighted in Figure 13, the Division is further segmented into the Transport Unit, Garage and Machine Shop. The Transport Unit is responsible for the distribution of vehicles and drivers amongst Administration (specifically for the Mayor, CEO, messengers and Office Management), Public Health (specifically the Environmental Control Division) and the Engineer’s Department, namely for the five (5) Wards, playparks and recreational grounds and maintenance crews to perform construction works and mobile patching etc.

The Garage is responsible for the maintenance and repair of the vehicles while the Machine Shop aids in the welding of equipment for the Wards, Buildings and Garage.

It should be noted that the Works Supervisor III, heading the Division, is also the same person in charge of the Carpentry, Plumbing and Electrical sub-units of the City & Department of Maintenance section.



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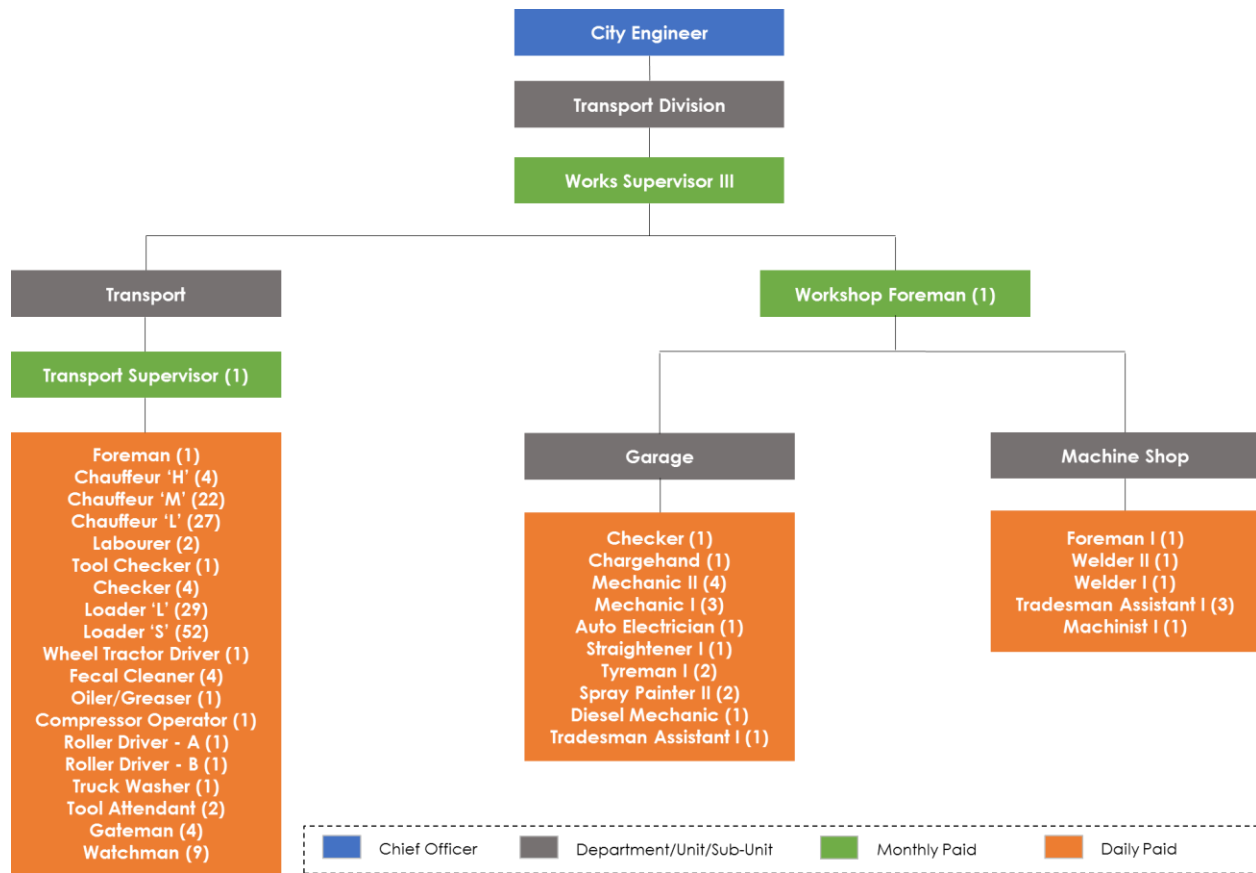


Figure 13: Staff Composition of the Transport Division

6. City & Department of Maintenance

This section comprises of three workshops: Carpentry, Electrical and Plumbing, with each being manned by a Foreman. Each foreman report to the Works Supervisor III who is the same person attached to the Transport Division. The workers assigned to these workshops are responsible for performing periodic inspections of, and minor repairs to the Corporation's physical assets, that is, the City Hall, sub-offices, and other institutions. They operate through a system of work orders which are issued by the various Departments/Units. Daily paid staff from the three workshops are dispersed to maintain and upkeep the various Institutions under the jurisdiction of the SFCC depending on the job required.

In addition to this, each of the five (5) Administrative District/ Wards have designated workers who perform and manage works, in terms of maintenance. Works are conducted in the respective Wards through a programme of works which are prepared and submitted to Council for approval on a quarterly basis. These works are conducted through the Street Maintenance and Construction Groups. Each Administrative District is supervised by a Works Supervisor I who reports



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to the Works Supervisor II. The Works Supervisor II then reports to the Engineering Assistant III who also heads the Drawing Office.

In addition to this, these two (2) officers, that is, the Works Supervisor II and Engineering Assistant III are responsible for the Parks & Playfields. The City Engineer's Department, through the City & Department of Maintenance Unit, oversees approximately sixty-four (64) parks and playfields within the municipality. Workers attached to this section are broken into three (3) teams based on the type of activity:

1. Cutting & Cleaning of the Recreational Grounds and Parks
2. Tree Cutting
3. Maintaining the grounds at Harris Promenade and Skinner Park

Figure 14 below represents the staff composition for the City & Department of Maintenance.

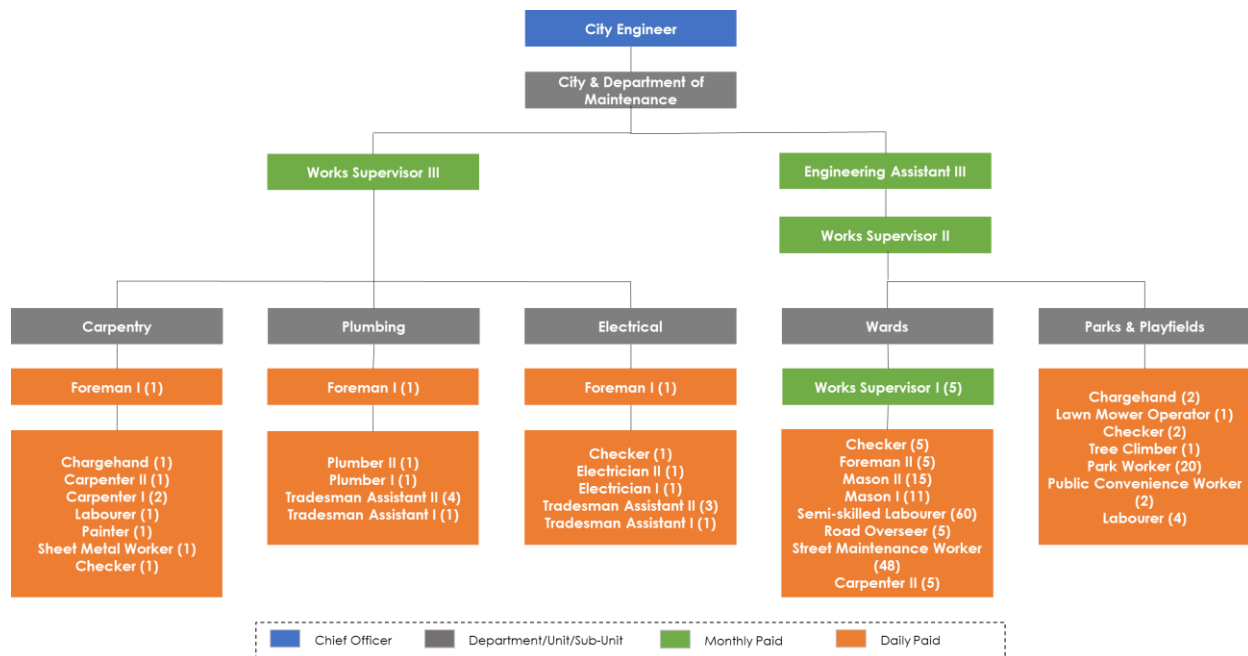


Figure 14: Staff Composition of the City & Department of Maintenance

Roles and Responsibilities

All these Units and sub-units work in synergy to accomplish the mandate of the Corporation in accordance with the Municipal Corporation Act. These overall roles and functions of the Engineering Department are as follows:

- The construction, upgrade, and maintenance of streets within the Municipality.



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- The provision and maintenance of sanitary conveniences in any street or public places vested in the Corporation.
- The maintenance of all Corporation buildings, homes for the aged and childcare centers established by the Corporation.
- The construction and maintenance of all drains and watercourses, except main watercourses and highway watercourses.
- The provision and maintenance of such parks, recreation grounds, beaches and other public spaces as the President may from time to time by Order prescribe.
- The promotion of development within the Municipality in accordance with the plans approved by the Minister with responsibility for physical planning.
- The maintenance of state property including – such police stations, health centers, post offices, and other government buildings as the Minister to whom responsibility for the construction and maintenance of buildings is assigned may by order determine.
- The preservation and enhancement of the physical environment including – monitoring watercourses, beaches and waterfront areas, swamps, forests, game sanctuaries, savannahs, parks, and other open spaces.
- The development, construction, maintenance and repair of passenger bus and taxi shelters and benches.
- The upkeep of burial grounds and crematoria, subject to the provisions of the Public Burial Grounds Act (Chapter 30:50) and the Cremation Act (Chapter 30:51).
- The conservation of public pastures and recreation grounds, subject to the provisions of the Recreation Grounds and Pastures Act (Chapter 41:01).
- The processing and approval of building plans and land development proposals.
- The inspection of buildings in accordance with the established standards to ensure compliance with approved proposals.

Achievements

SFCC's Engineering Department conducted works under the Development Programme of the PSIP. These projects were chosen based on the complaints received by the Corporation from the public as well as the needs of the SFCC to effectively serve its citizenry. Also noteworthy is the recurrent work such as routine maintenance, beautification projects and minor repairs and upgrades which are done in-house.

Summarizing, the following can be reported as accomplishments for the Engineering Department for the fiscal 2017/2018.



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1. Construction of thirty-two (32) drainage channels of varying cross sections totaling two thousand three hundred and seventeen (2317m) linear meters including thirty-seven (37) driveways.
2. Rehabilitation works (pavement strengthening and asphaltic overlay) of Five thousand Nine Hundred and Eighty-Five (5985) square meters and eight hundred and forty-five (845m) linear meters of kerb and slipper drains.
3. Construction of seven (7) box culverts totaling sixty (60m) linear meters
4. Construction of four (4) retaining walls totaling seventy-five (75) linear meters.
5. Construction of three (3) footpaths totaling one hundred and twenty (120) linear meters
6. Construction of two (2) drain walls totaling two hundred (200) linear meters
7. Regrade of two (2) drain base totaling one hundred and ten (110) linear meters
8. Upgrade /improvement to nine (9) recreation facilities
9. Completion of the Southwestern Ward Roof and Southeastern Ward finishes
10. Construction of Paradise Cemetery perimeter fence and Roodal Cemetery finishes to first floor
11. Improvements to Marabella Market and Central Market
12. Procurement of an Isuzu NPR71H 3 Ton Truck with AC and 1 Zero Turn Mower

The Building Inspectorate section of the Unit was also successful in the completing and issuing the following:

Building Applications		Notices Issued	
Building Applications Processed	105	Stop Work Notices	21
Building Applications Approved	82	Show Cause Notices	24
Building Applications Pending	23	Dilapidated Structures Notices	34
Completion Certificates Issued	41	Encroachment Notices	07
		Illegal Occupancy Notice	01

Challenges and Recommendations

Table 8 highlights the Challenges/Issues as well as some recommendations as found within the Engineering Department.



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Challenges/ Issues	Recommendations
Lack of technical staff to plan and execute maintenance works on playfields, cemeteries, institutions, buildings, and offices as well as all capital projects for the Public Sector Investment Programme (PSIP) resulting in overworked officers. The situation is exacerbated due to the expansion of the boundaries with no increase in staffing.	Additional technical officers: <ul style="list-style-type: none">• two (2) Works Supervisors I• two (2) Engineering Assistant II• two (2) Engineering Assistant I• one (1) Building Inspector I
Lack of computer systems and upgrades	Additional computers systems and upgrades , appropriate hardware, and software as it relates to Civil Engineering, construction practice, maintenance, and facilities management

Table 8: Challenges of, and recommendations for the Engineering Department



Public Health

The Public Health Department of the Corporation is responsible for the overall sanitation and maintenance of the region. The goal of the Department, reflected in the motto of the Corporation "Sanitas Fortis" is to ensure that its citizenry lives, works, and recreates in an environment that would be conducive to good health and well-being.

Having one of the largest staff compositions in the Corporation, the goals of the Department are achieved through the combined efforts of the following Units and their sub-units working in harmony, as illustrated in Figure 15 below. For the reporting period, the position of the Public Health Nurse was vacant.

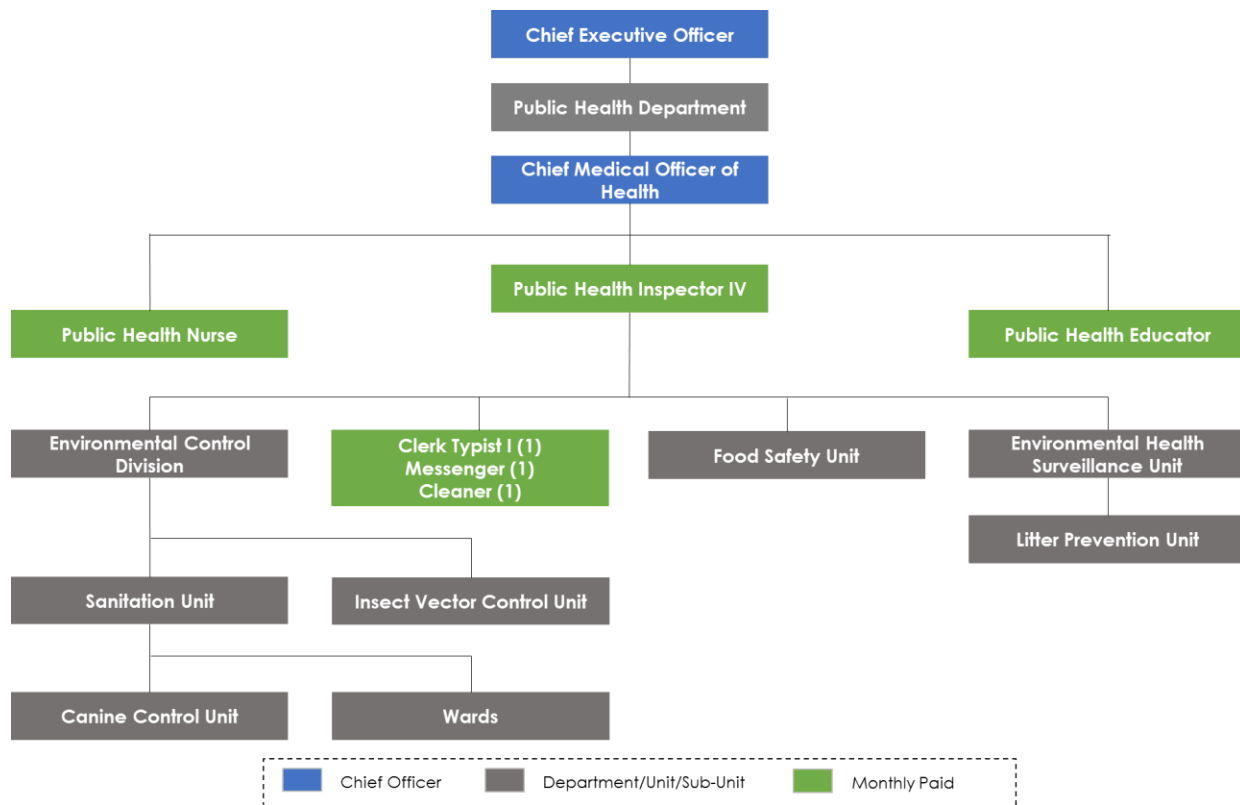


Figure 15: Units and Sub-Units of the Public Health Department

Role of the Public Health Educator

The main purpose of the Public Health Educator is to provide a combination of learning experience designed to facilitate voluntary adaptation of behavior conducive to citizens' improved health and quality of life. The officer also lends support to other Units/ sub-units of the Public Health Department to ensure a comprehensive service is provided to the citizenry.



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Achievements

For the fiscal 2017/2018, in his capacity as SFCC's Public Health Educator, he was able to accomplish the following:

1. In November 2017 a derelict vehicle exercise was launched to reduce breeding sites for the aedes aegypti vector. Three (3) vehicles were removed by the Public Health Department in collaboration with the City Police Department.
2. In April 2018 another derelict vehicle removal exercise was conducted by the Department which saw a further three (3) vehicles being removed.
3. In August 2018 water sampling continued during this period with special emphasis on Preschools/ Day- care, Primary Schools, Hospitals, Nursing Homes' Geriatric Homes and Public Buildings. Food establishments were included in the sampling schedule.
4. On 21st June 2018 fifty-one (51) nuisance vacant lots were published in the Trinidad Guardian newspaper. Thirteen (13) of these lots were cut and cleared by owners due to the publication.

Challenges and Recommendations

Table 9 highlights the Challenges/Issues as well as some recommendations as stated by the Public Health Educator of the Public Health Department for the period 2017/2018.

Challenges	Recommendations
There are one thousand one hundred (1,100) overgrown vacant lots which post a health risk to citizens they are littered with tins, bottles, and other receptacles that could collect water.	Policy needs to be updated in sync with the changes in local government reform to allow Public Health to exercise more authority in this matter.
The termination of the contracts of the litter wardens in April, 2018 affected the Environmental Control Division as illegal dumping of bulky waste, rubble and plant and tree cuttings were noticeable throughout the entire city.	More funding needs to be allocated to ensure that the litter protection unit remains an integral part of the Public Health architecture.

Table 9: Challenges of, and recommendations from the Public Health Educator



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Role of the Public Health Nurse

The role of the Public Health Nurse is an important one as the services provided by this officer are extensive and are used to inform the operations of the other Units/Sub-Units within the Department. The Public Health Nurse is responsible for the clinical operations of the Department which will complement the environmental operations to be performed by the Environmental Control Division (ECD).

The duties of the Public Health Nurse are as follows:

1. Provide immunization to members of the public, employees of businesses when requested, school beginners and school leavers. This also includes booster immunization for children over one (1) year and ensuring that the cold chain is kept at all times.
2. Conduct school visits to the seven (7) primary school and nursery schools.
3. Collect communicable disease information or statistics from the private practitioners, hospitals and private medical institutions.
4. Conduct home visits related to surveillance reports, the elderly, physically challenged, etc.
5. Investigate outbreaks.
6. Promote health education and attend meetings and training sessions.
7. Attend to/ assist employees of the Corporation in medical emergencies.
8. Carry out blood investigations for the Insect Vector Control Division staff.
9. Write reports and maintain records.
10. Give health lectures when requested.
11. Procure medical equipment and pharmaceuticals when needed.
12. Assist the Principal Medical and Health Officer in any medical procedure.
13. Liaise with the County Medical Officer of Health and the San Fernando General Hospital.

At the SFCC, the Public Health Nurse proceeded on six (6) months continuous sick leave from May 2010. This was followed by her retirement from the Public Service, of which no replacement was received. The position has since remained vacant. As a result, the collection of data on communicable diseases from the private practitioners, were done via phone by the Clerk typist and the information was then collected by the Ministry of Health (MoH), National Surveillance Unit.

Environmental Control Division (ECD)

The Environmental Control Division (ECD) is responsible for providing services that would allow for a clean, safe, and aesthetically pleasing environment as well as the prevention of vector borne diseases. The Division is segmented into the two (2) sub-units: Sanitation and Insect Vector Control.



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Staff Composition

Figure 16 below provides a visual representation of this Unit, its sub-units and staff composition.

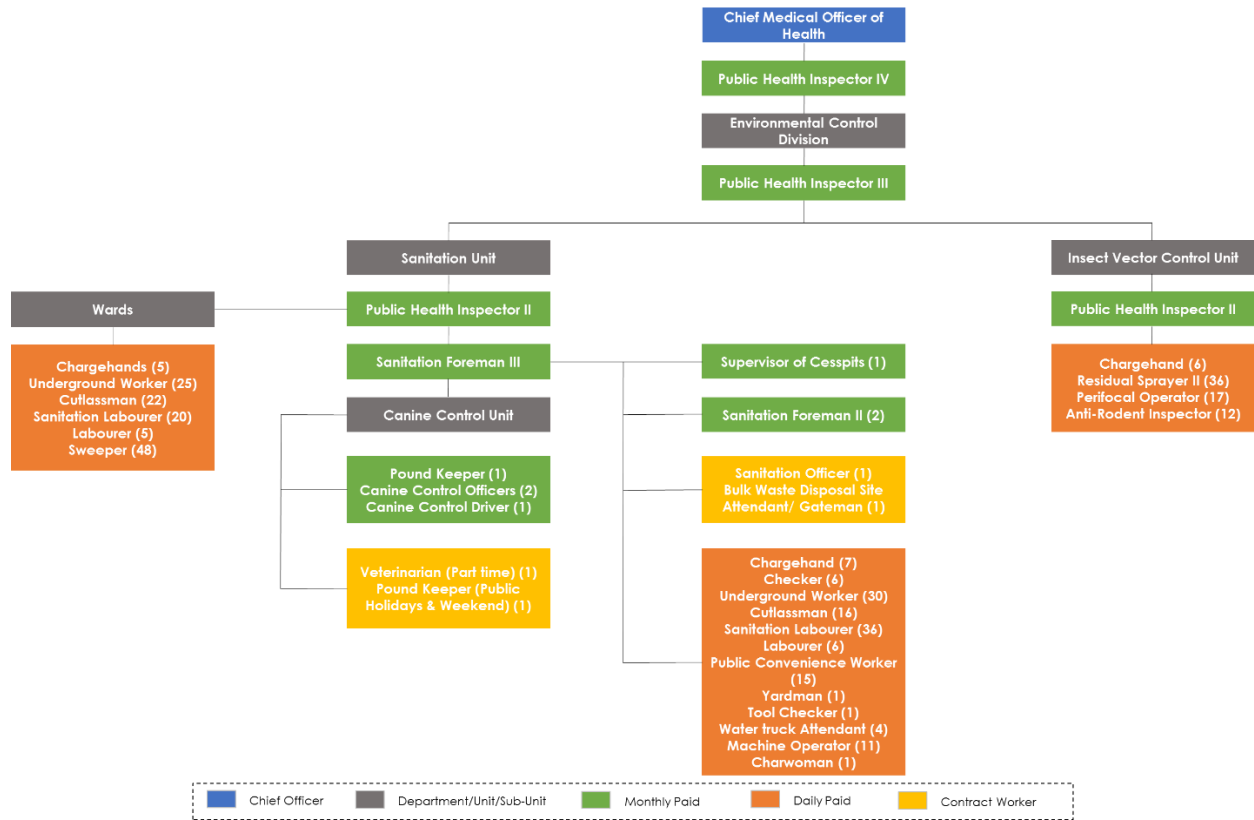


Figure 16: Staff Composition of the Environmental Control Division

Roles and Responsibilities

The Sanitation Unit

Municipal Scavenging Services (Solid Waste Collection and Disposal)

This refers to the collection and disposal of solid waste, comprised of household, residential, commercial as well as bulk waste. Ninety-five (95%) percent of this service is outsourced while the other five percent (5%) is done in-house. This Division is responsible for the enforcement of the terms and conditions as outlined in contracts between the San Fernando City Corporation and the contractors.

Residential solid waste is collected on Mondays, Wednesdays, and Fridays while markets are serviced seven (7) days a week and schools from Monday to Friday. However, when schools are on vacation, this service is provided three (3) days per week. The commercial centers, institutions, public buildings, and other main thoroughfares are serviced daily.



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The support for scavenging services is comprised of teams of sanitation labourers who are deployed on scheduled routes at various shifts to effect sweeping, raking, bagging of litter and servicing of litter bins for timely collection by the relevant waste collection teams. They are equipped with the necessary garbage bags, tools, supplies and personnel protective equipment (PPE). Sanitation labourers' shifts are primarily 4 a.m. to 10 a.m., 7 a.m. to 12 noon, 5 p.m. to 11 p.m. and 6 p.m. to 11 p.m.

Bulk Waste Collection and Disposal Service

This service is provided in a structured manner by in-house resources primarily open tray trucks and backhoes on a three (3) shift system, 5 a.m., 7 a.m. and 3 p.m. respectively. It is the Corporation's policy that citizens are required to make the relevant requests for this type of service so that proper assessments can be effected by the appropriate officers. This measure is to qualify and quantify waste to be collected and disposed. In instances where there is indiscriminate dumping on our City's streets, collection is only done when efforts prove futile to identify the offenders. This system has proven to be the most effective.

Underground Drainage Clearance and Minor Water Courses Unit

Teams are assigned daily Monday to Friday to clean and clear the main ravines throughout the city. The other minor water courses are also cleaned and cleared on a cyclical basis. The routine cleaning and clearing of these water courses minimize flooding.

Cutlassing of Overgrowth in and on the Banks of Water Courses

A team of cutlassmen is deployed daily, Monday to Friday, to cut and clear overgrowth in and on the banks of water courses. This is done in collaboration with the underground employees who are required to remove the cuttings. This measure also minimizes flooding.

Cutting and Clearing of Vacant Lots

Since citizens are not required to pay taxes, the policy with respect to cutting and clearing of vacant lots does not exist. Upon urgent request to abate nuisances regarding mosquito and rodent control, the relevant notices are served and upon expiration a team of cutlassmen and labourers are assigned to cut and clear. The relevant records are kept for future references.

Brush cutting and Maintenance of overgrowth at Cemeteries

Teams of employees are assigned daily Monday to Friday to effect simultaneous brush cutting exercises at both Roodal and Paradise Cemeteries. However, the Marabella cemetery, which is



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significantly smaller, is done at least once (1) per month. To enhance these activities, labourers and sanitation labourers are also assigned to rake, sweep and bag grass, litter, and other debris for timely collection by the relevant crews. Acceptable Public Health standards are maintained.

Desilting and Clearing of Roadside Drains and Manholes

A team of employees referred to as chokemen are assigned throughout the commercial centres and main thoroughfares to clean and clear all manholes daily, Monday to Friday. Simultaneously, another team is also deployed to clear and clean manholes and clogged drains in other streets/ areas/ districts within the City. All related complaints are also addressed by this team of employees. These activities play an integral part in minimizing flooding and the effects of flooding such as damage to properties.

Cleansing of Public Convenience Facilities including facilities at the Markets and Cross Crossing Authorized Vending Zone.

These public convenience facilities are located at King's Wharf and Harris Promenade. In addition, there are washroom facilities at the Carib Street Complex and Central Market. Cleansing activities are carried out daily Monday to Saturday and at the Harris Promenade Facility Monday to Sunday between the hours of 6 a.m. and 8 p.m. To ensure that these facilities are user friendly, and acceptable Public Health standards are maintained, prompt repairs are done to plumbing and electrical fixtures and other areas that are deemed necessary. Additionally, the washroom facilities at the Cross-Crossing vending zone is restricted for use by the vendors and cleansing activities are effected in accordance with the operational vending hours.

Faecal Waste Collection and Disposal Services

Citizens pay for the desludging of their septic tanks and emptying of privy cesspits. The relevant crew(s) are assigned daily Monday to Friday during the hours of 7 a.m. and 12 noon to provide this service. The waste collected is safely disposed of at the San Fernando W.A.S.A Wastewater Treatment Facility. As far as practical this service is provided in a prompt, efficient and reliable manner to ensure the publics' health is not at risk.

Canine Control Unit

The employees of this Unit form part of the monthly paid establishment. Their primary function is to catch and impound stray dogs that pose a threat to humans on City streets, Public Building and Institutions, record all activities and feed impounded dogs, as well as the cleansing of kennels and the immediate environs of the pound. However, during this fiscal year, catching activities were restricted to three (3) days per week and on the other two (2) days assistance was provided to



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the veterinarian carrying out euthanasia exercises. The dog pound was temporarily closed for upgrades to be compliant with the Dangerous Dog Act.

Wards/ Administrative districts

Environmental sanitation activities such as cutlassing, brush cutting, sweeping, bagging of litter, and clearing of drains are also provided in each of the five (5) administrative districts/ wards under the Local Health Authority (LHA). The recommended cadre of the various categories of employees was not always sustained but with prudent planning the anticipated goals were met.

Insect Vector Control Unit

Perifocal – This team is responsible for the identification and elimination of mosquito breeding sites and treatment of Foci with larvicide. For this fiscal period, all complaints received were investigated including Chik V, Dengue and Zika cases and intervention measures were conducted in a timely manner.

Residual Spraying - Residual spraying is carried out in response to confirmed/ suspected cases of Dengue, Chik V and Zika viruses as well as tick and flea complaints. For this fiscal period, all complaints received were investigated and abatement measures were instituted.

U.L.V. Spraying – For this service, specialized labour resources with respect to the operation of the U.L.V machine is outsourced. All other related services are provided by in-house personnel. The planned programme of works was implemented twice annually or as required.

Deodorizing - A team is responsible for deodorizing the Public Conveniences and other public places to prevent offensive odors.

Anti-Rodent – This team is responsible for the prevention and eradication of all rodents which are liable to transmit diseases. All complaints received are investigated in a timely manner and nuisances are abated.

Achievements

Table 10 below presents the achievement report of the Environmental Control Division for the period 2017/2018.

Activity	Achievement	Income Generated (TTD)
Collection and disposal of bulk waste. This service is provided	A total of 3161 truckloads were collected and disposed.	\$ 16,625.00



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Activity	Achievement	Income Generated (TTD)
with in-house resources Re: personnel and equipment, usually carried out on a daily basis Monday to Friday. Citizens are usually billed for this service.		
Cleaning and clearing of drains. A dedicated team of in-house employees work on a daily basis Monday to Friday effecting routine cleaning and clearing of drains. They work in collaboration with the cutlassing team. This was done within the original boundaries of San Fernando and limited within the expanded boundaries with the utilization of contracted labour.	200,000 meters of drains were cleaned and cleared thus resulting in the minimization of flooding.	-
Cutlassing of verges along main water courses and vacant lots/spaces. These exercises are carried out daily Monday to Friday by in-house labour.	883,000 meters cutlassed. All drains/ water courses were cleared of overgrowth allowing a free flow of water thus minimizing flooding.	-
Brush cutting and Maintenance of Cemeteries. Hand-held brush cutters are utilized in the maintenance of grass growth in the cemeteries. Additionally, in-house labourers and sanitation labourers are also deployed to rake, sweep and bag litter, grass, debris and receptacles that are liable to hold water after	Grass growth was maintained at acceptable standards creating an aesthetically pleasing environment. Source reduction effected to ensure mosquito control.	



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Activity	Achievement	Income Generated (TTD)
the cutting exercises were completed.		
Desilting and clearing of roadsides, drains and manholes. This specialized team of employees are assigned daily Monday to Friday to ensure all clogged drains and manholes are cleared.	54,200 manholes desilted and cleared. This would have resulted in the minimization of flooding and destruction of property.	-
Canine control. This unit comprises of monthly paid officers and their statutory role is to catch and impound stray dogs from our City Streets, Markets etc.	130 stray dogs caught and impounded. These dogs were assessed and euthanized by the Corporation's contracted veterinarian, costing \$25,000.00	-
Collection and disposal of faecal waste. In- house crews are deployed daily Monday to Friday to provide this service to citizens who would have paid for the desludging of their septic tanks or emptying of their privy cesspits.	287 septic tanks were desludged. 219 loads of waste were collected and safely disposed of at the San Fernando W.A.S.A. Wastewater Treatment Facility.	\$69,731.00
Control of vectors liable to transmit diseases. The various category of workers would have effected their roles and functions as per their planned programme of works.	All complaints were investigated, treated within a timely manner and all nuisances were abated.	

Table 10: Achievement Report of the Environmental Control Division



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Challenges and Recommendations

Table 11 highlights the Challenges/Issues as well as some recommendations as found within the ECD of the Public Health Department for the period 2017/2018.

Challenges/ Issues	Recommendations
Shortage of resources regarding Labour and Equipment. Since the City boundaries were expanded in 1991 there has not been a permanent cadre of daily rated employees to perform environmental sanitation works, a service that is essential in the maintenance of a safe and healthy environment for the citizens who reside there. Inadequate funding would have resulted in intermittent outsourcing of labour and equipment to address complaints and other areas deemed necessary. In most instances these works were drainage clearance related in nature.	Adequate funding should be sourced to recruit the relevant cadre of employees in the appropriate categories to effect the environmental sanitation activities within the expanded districts which are Cocoyea, Marabella, Harmony, Tarouba, Gulf View, Bel Air, Coconut Drive, Green Acres, Sunset Ridge, Sunset Cove, Bobb Street and environs.
Lack of continuous public health education by citizens on scavenging days, and illegal dumping of garbage.	The Department must continually educate the citizenry to curb the illegal dumping of rubbish.
Shortage of vehicles resulting from untimely repairs to in-house open tray trucks and backhoes that are utilized in the collection and disposal of bulk waste.	Prompt preparation of the relevant documents for the acquisition of spare parts or any other requirements. This will reduce the period of down time and also allow for a level of sustained productivity. Outsourcing should be done when in-house trucks and equipment are not available to effect bulk waste collection and disposal. The assigning of one of the Corporation's Backhoe exclusively to the Division. Necessary steps be taken to ensure that the Corporation has four (4) flatbed hoist operated open tray trucks available to the Division every day. The



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Challenges/ Issues	Recommendations
	<p>necessary steps be taken to have one of the skid steer loaders "Bob Cart" be assigned exclusively to the Division to be utilized from time to time in some of the water courses.</p> <p>The acquisition/rental of a VacMaster is required to clear the large expanse of underground drainage system within the City.</p>
<p>Temporary closure of the dog pound would have resulted in numerous complaints of stray dogs roaming the City Streets and other Market places.</p>	<p>To upgrade the facilities in accordance with the Dangerous Dog Act and in keeping with the O.S.H. regulations.</p>
<p>The number of dogs caught were limited due to three (3) days a week, the other days the Dog catchers assisted the veterinarian with the euthanasia exercises.</p>	<p>To increase the cadre of dog catchers so that dogs can be caught and impounded daily. A shift system can be implemented.</p>
<p>Poor communication. No mobile phones provided to the workers attached to the Canine Control Unit or landline at the Dog Pound Facility.</p>	<p>The provision of a landline or mobile phone to the pound keeper to afford effective communication.</p>
<p>Recruitment of daily rated employees. Although tasks were monitored to ensure compliance, in some instances work was not satisfactorily done mainly because some of the employees who were recruited were not best suited for the job.</p>	<p>The Division should be given the opportunity to recommend employees who can perform the tasks as per the required standards.</p>
<p>Insect Vector Control. Difficulty to complete 3-4 cycles as per planned works programme for Perifocal activities. This is due to limited staff. Inadequate staff to address complaints in the extended boundaries.</p>	<p>Recruiting adequate staff to complete all cycles regarding perifocal activities inclusive of the other units to deal with the expanded areas of the City.</p> <p>Ongoing training to be implemented.</p> <p>Adequate type transportation be provided to the various teams.</p>



Challenges/ Issues	Recommendations
Lack of trained personnel to operate and repair the U.L.V spraying machine.	In-house personnel to be trained in the proper operations and repairs of the equipment.
Shortage of resources regarding Labour and Equipment. Since the City boundaries were expanded in 1991 there isn't a permanent cadre of daily rated employees to effect environmental sanitation works, a service that is essential in the maintenance of a safe and healthy environment for the citizens who reside there. Inadequate funding would have resulted in intermittent outsourcing of labour and equipment to address complaints and other areas deemed necessary. In most instances these works were drainage clearance related in nature.	Adequate funding should be sourced to recruit the relevant cadre of employees in the appropriate categories to effect the environmental sanitation activities within the expanded districts which are Cocoyea, Marabella, Harmony, Tarouba, Gulf View, Bel Air, Coconut Drive, Green Acres, Sunset Ridge, Sunset Cove, Bobb Street and environs.

Table 11: Challenges of, and Recommendations for the Environmental Control Division

Environmental Health Surveillance Unit (EHSU)

This Unit is deemed the engine room of the Public Health Department. The main objective of the Unit is for citizens to reside in an environment that is free from the risks and occurrence of infectious diseases by living in a healthy environment.

Staff Composition

Figure 17 highlights the staff composition of the EHSU for the period 2016/2017. The EHSU comprises of one (1) Public Health Inspector III and seven (7) Public Health Inspector I's. In this reporting period, seven (7) Litter Prevention Wardens had their contracts renewed in this Unit. These wardens were contracted through the MRDLG.



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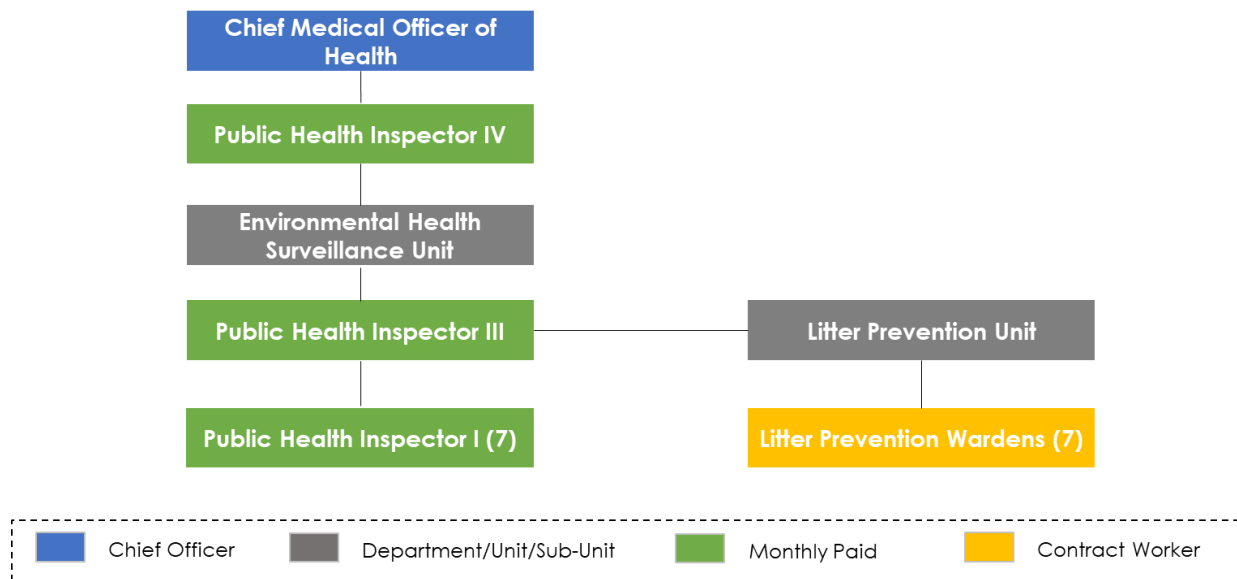


Figure 17: Staff Composition of the Environmental Health Surveillance Unit

Roles and Responsibilities

With respect to its roles and responsibilities, the Public Health Inspectors of this Unit perform the following services:

- Routine inspection of approximately fifteen thousand, five hundred (15,500) premises to ensure they are maintained in a sanitary manner.
- Inspection of public buildings and approximately eighty-four (84) registered schools to ensure they are kept in a hygienic manner.
- Inspection of approximately seventy-three (73) beauty salons and barber shops inspected once every quarter to ensure that operations are carried out in a clean manner.
- Examination of approximately one thousand, one hundred (1,100) vacant lots on register to prevent harborage of mosquitoes, rats, and other vermin.
- Assessment of approximately fifty (50) dilapidated buildings on register to determine their potential to be injurious and for health and safety reasons.
- Investigation of complaints regarding abatement of nuisance according to the Public Health Ordinance Act, Chapter 12 No. 4
- Monitoring of the public water supply to ensure potable water meet proper safety standards.
- Enforcement of the Litter Act 10 of 1981 with regards to the removal of derelict vehicles and clearing of unsightly premises.



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The goal of the **Litter Prevention Unit** is to keep the streets and environs of the City of San Fernando clean from all litter and prevent its improper disposal.

The Litter Prevention Wardens ensure the Implementation of the Litter Act Chap: 30:52 in accordance with the Municipal Corporations policies, procedures, and arrangements. As such, the roles and functions of this Unit include the following:

- Undertaking the full range of duties in connection with the Act by patrolling the streets and public places, detecting offences which culminate in the issue of a Litter Removal Order or a Cleanup Order, laying of complaints, investigating complaints and preparing statements and reports of evidence, for the same, for attendance at court and giving evidence as required.
- Liaising with other Council officers and relevant bodies, including Statutory Bodies such as the Environmental Management Authority, on matters which affect the cleanliness of the streets regarding health and safety issues.
- Identifying and monitoring of litter dumping hotspots and reporting these problematic areas.
- Identifying and/or responding to requests for litter removal or clean up service from Business, Statutory Agencies, and members of the public and others to ensure that the requests are logged for follow up action.
- Monitoring of waste presentation and giving advice to businesses regarding the presence of commercial waste presented in public places ensuring that unsolicited waste is dealt with under the Act where appropriate.
- Identifying and monitoring the erection of litter signs and assists in the replacement of signs
- Ensuring all duties are carried out in accordance with the Occupational Health and Safety (OSH) Act, policies, procedures and report all potential /actual incidents or violence to the CEO.

Achievements

Figure 18 below presents the achievement report of the Public Health Inspectors of the Environmental Health Surveillance Unit for the period 2017/2018.

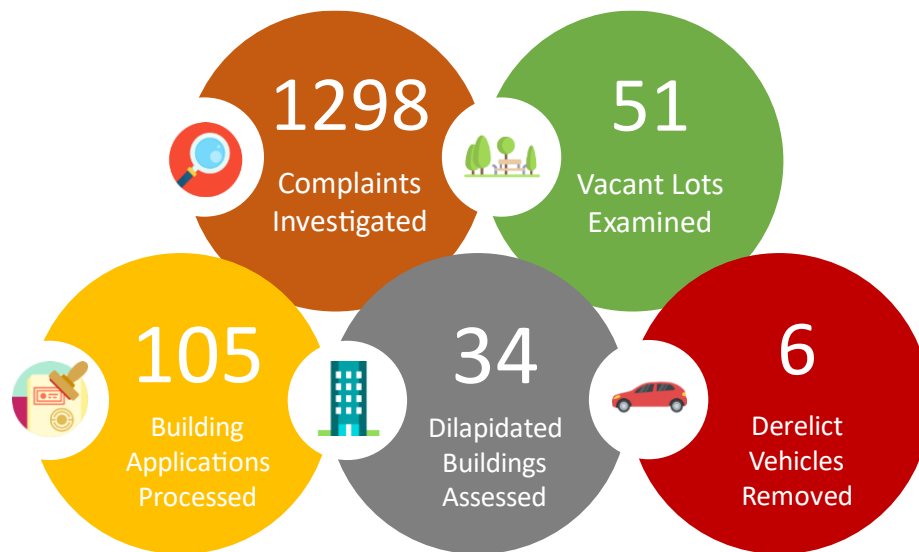


Figure 18: Achievements of the Environmental Health Surveillance Units

It should be noted that of the seven hundred and ninety-two (792) vacant lots examined during the fiscal period, fifty-one (51) were published in the Trinidad Guardian Newspaper. Thirteen (13) were cut and cleared by the owners due to the publication.

Environmental Drainage Programme

The Public Health Department in an effort to prevent and reduce the impacts of flooding, the prevalence of mosquitoes borne diseases such as dengue, Chikungunya, Zika and other communicable diseases Typhoid, Leptospirosis, Gastroenteritis engaged in special drainage cleaning programmes.

Throughout the electoral districts desilting of the watercourses and drains were successfully conducted via these programmes. There were two (2) cycles conducted and completed during the administrative period October 2017 - September 2018.

In completion of these cycles the department was able to ensure that during the rainfall the watercourses and drains were free flowing with capacity to carry the runoff to final outfalls.

Challenges and Recommendations

Table 12 highlights the Challenges/Issues as well as some recommendations as found within the EHSU of the Public Health Department for the period 2017/2018.



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Challenges	Recommendations
Lack of a labour force in the extended boundaries hindered the Corporation from providing an effective service to the residents in these areas.	Management to ensure that there are teams assigned to these areas on a regular basis.
There are over one thousand one hundred (1,100) overgrown vacant lots which constitute both health and security risks to citizens.	Legal action be taken against owners of properties that are overgrown with grass who refuse to remedy the situation even though they receive necessary notices from the Public Health Inspectors.
Shortage of one (1) Public Health Inspector to complement the staff.	Management will continue to liaise with Statutory Service Commission Department to ensure that a Public Health Inspector is recruited.
Inadequate transportation was one of the major concerns which hindered the Litter Wardens from performing their tasks.	Management to assist in providing the Unit with a vehicle.

Table 12: Challenges of, and recommendations for the Environmental Health Surveillance Unit

Food Safety Unit

The Food Safety Unit is responsible for preventing/ minimizing the incidence of food borne illnesses in the City of San Fernando and for ensuring the sale of safe, wholesome food under the Public Health Ordinance Act, Chapter 12 No. 4.

Staff Composition

Figure 19 overleaf illustrates the staff composition for the Unit.



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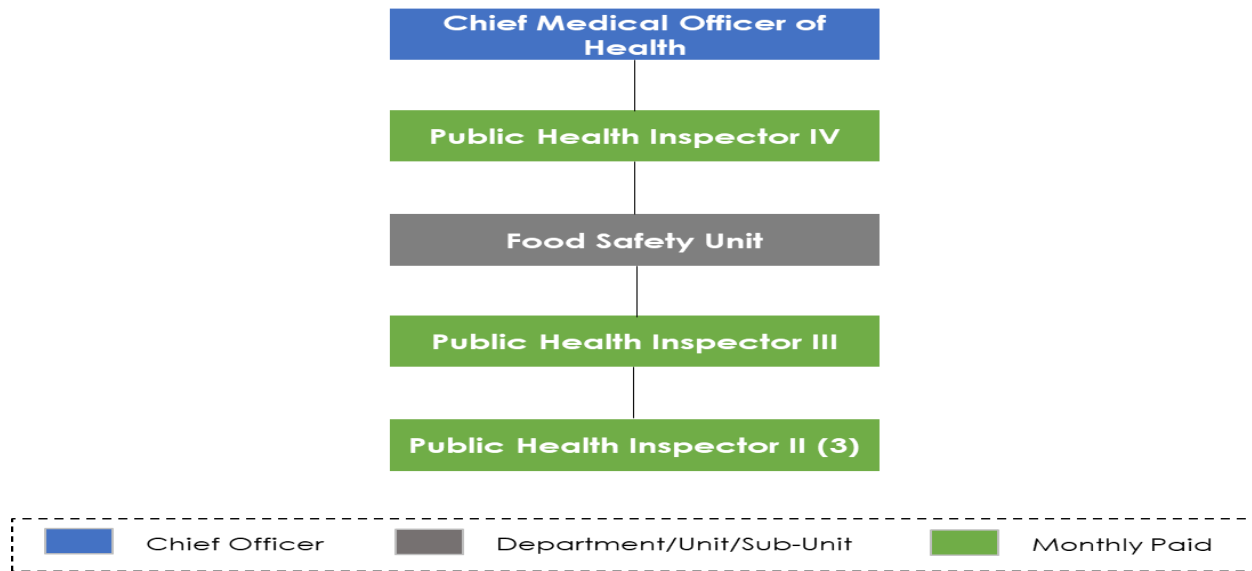


Figure 19: Staff Composition of the Food Safety Unit

Roles and Responsibilities

This Unit is responsible for providing the following services:

- Inspecting and registering all food establishments within the City as required by the Public Health Ordinance Chapter 12 No.4 and related byelaws. These include restaurants, fast food outlets, supermarkets, catering establishments, retail shops, roti shops, mobile food units, poultry depots, markets, public and private hospitals, hotels, school nutrition centers, recreation clubs and processing plants. This unit is authorized to seize and dispose of unsafe food offered for sale and initiate court proceedings when necessary, against the owner of the establishment.
- Registering of Food Handlers via the issuing of food badges in compliance with the Public Health Ordinance Chapter 12 No.4, also ensuring that these handlers adhere to food safety regulations and delivering food safety lectures.
- Educating food handlers on safe food handling practices.
- Processing and recommending for approval building applications/completion certificates of food establishments.
- Submitting recommendations to the Senior Magistrate to assist in the processing and granting of liquor licenses.
- Investigating food related complaints and outbreak of all foodborne illnesses.
- Obtaining food and water samples for bacteriological analysis.
- Inspecting containerized cargo and imported fish/shellfish.



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- Supervising vending at Special Events and night vending.
- Inspecting of premises for issuance of Over-the-Counter Drugs (OTC) Licenses.

Achievements

Figure 20 presents the achievement report of the Food Safety Unit for the period 2017/2018.



Figure 20: Achievements of the Food Safety Unit

Challenges and Recommendations

Table 13 highlights the Challenges/Issues as well as some recommendations as found within the Food Safety Unit of the Public Health Department for the period 2017/2018.

Challenges	Recommendations
Analysis of food samples obtained for bacteriological analysis. During this reporting period, the Trinidad and Tobago Public Health Lab was not receiving samples due to a fire the previous year.	The Public Health Laboratory be re-opened and made fully operational by the Ministry of Health. In the interim, samples be sent to an authorized lab e.g., CARIRI, or as designated by the Ministry of Health.

Table 13: Challenges of, and Recommendations for the Food Safety Unit



Disaster Management

Disaster Management Units (DMU) were established in each Regional Corporation by Cabinet Minute No.1347 dated May 23rd, 2008 to facilitate all aspects of disaster management and allow for business continuity at the Local Government level.

The San Fernando City Corporation's Disaster Management Unit became fully functional from March 2009, with the following staff complement as illustrated in Figure 21.

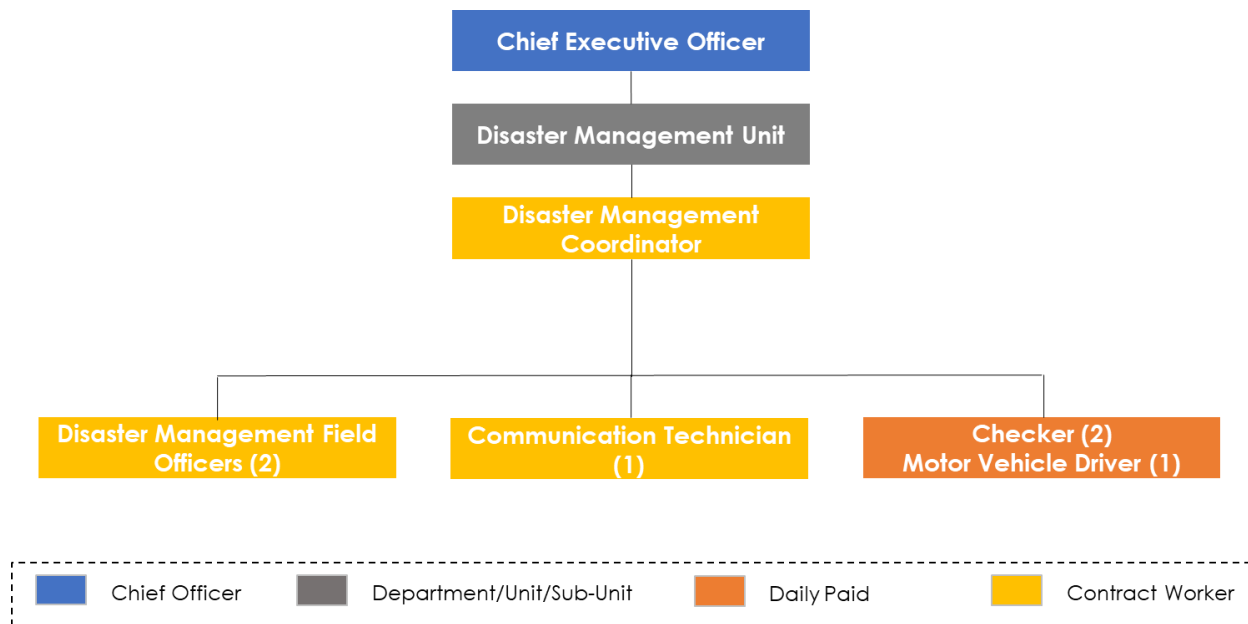


Figure 21: Staff Composition of the Disaster Management Unit

Roles and Responsibilities

The Unit responds to various levels of emergencies.

- A **Level One (1) Emergency** can be defined as an unforeseen event that can cause injury, death and damage to property and the environment and occurs in a localized area. Responders within the Unit generally have the resources to manage the incident.
- A **Level Two (2) Emergency** is so identified when events are occurring within the Municipality and has overwhelmed the capacity of the local resources to respond and recover. His Worship, the Mayor of the City of San Fernando along with the Chief Executive Officer, acting on advice of the Disaster Coordinator, will declare a Level 2 Emergency within the region and if necessary, order evacuation of the affected community or communities. Resources will be requested from neighboring Corporations that may not be



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affected, the Ministry of Rural Development and Local Government (MRDLG), the Office of Disaster Preparedness and Management (ODPM) or Central Government to bring about a sense of normalcy.

- A **Level Three (3) Emergency** indicates that the emergency/disaster events have overwhelmed the capacity of the national resources to respond and recover and external assistance is required. The power of declaration of a Level 3 lies with the Office of the President of the Republic of Trinidad and Tobago acting on the advice of the Prime Minister. Once this is declared, he/she has the power to take charge of the situation or so delegate responsibility to a Person or Entity to manage the emergency and return to a state of normalcy. In a Level Three (3) event, local resources will be working alongside regional and international bodies to bring about a sense of recovery to affected areas.

Further to this, SFCC's DMU operates in all aspects of the Disaster Management Cycle: Mitigation, Preparedness, Response and Recovery, as illustrated in Figure 22 below, responding and coordinating all relief efforts within the jurisdiction of the City of San Fernando.



Figure 22: Disaster Management Cycle

The roles and responsibilities of the Unit can be grouped according to these four (4) phases of the Disaster Management cycle.



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Mitigation includes actions taken to prevent or reduce the cause, impact, and consequences of disasters. The phase differs from the others because it focuses on long-term measures for reducing or eliminating risk. In this capacity, the DMU of SFCC continuously:

- conducts research, evaluate and update policies and plans such as communication plan, emergency response plan, disaster management plan, etc.,
- analyzes and compiles data for decision making relevant to disasters
- assesses the potential risks to the region and make recommendations
- establishes and maintains communication links on a continuous basis with all agencies

The **Preparation** phase involves planning, training, and educational activities for events that cannot be mitigated. These include:

- development and practice of multi-agency coordination and incident command
- proper training of emergency personnel and capacity building
- development and exercise of emergency warning methods combined with emergency shelters, drills, and evacuation plans on a periodic basis
- stockpiling, inventory, and maintenance of supplies and equipment
- hosting of outreach programs, various education/training programmes within schools and communities

The **Response** phase includes the mobilization of the necessary emergency services and first responders in the disaster area. In this regard, the roles of the DMU include, but is not limited to:

- implementing disaster response plans
- conducting search and rescue missions
- ensuring and maintaining liaison with utility companies to arrange for backup water, power, and telephone services during emergencies
- receiving request for assistance within the Region and directs aid to areas where needed

During the **Recovery** period, restoration efforts occur concurrently with regular operations and activities. These involve:

- conducting infrastructural damage assessments and submitting respective recommendations for reconstruction
- providing relief packages and grants to critical areas



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Achievements

The DMU of the SFCC successfully responded to the following disasters/emergencies for the fiscal 2017/2018.

- Collapse House **0**
- Fires **15**
- Roof Damages **16**
- Flooding **59**
- Fallen Trees **64**

In addition to the above-mentioned achievements, the Unit also implemented the following **initiatives** for the respective fiscal:

1. Stakeholder Meetings were held on the following days with Internal Staff and External Partners Agencies: October 2017, February 2018, and June 2018.
2. Conducted Damage and Needs Analysis Meeting in November 2017.
3. In February 2018, revisited Designated Shelters to determine their suitability for use.
4. Municipal Disaster Plan was updated with current data on shelters, contact listings and demographics in March 2018.
5. Conducted Awareness Programmes with members of the Public during the period January - September 2018.
6. Collected information on the population of all Schools, Daycare Centres, Homes for the aged, Disabled Persons, Officers in Charged of Police Stations, Health Centers, other Government Agencies and NGOs during the months March- April 2018.
7. Annual Island Wide Drill organized by ODPM was conducted in March 2018.
8. Trees which posed a danger to pedestrians and vehicular traffic were cut during the months of September 2017 to September 2018.
9. Training programmes in Initial Damage Assessment (IDA) and Incident Command System (ICS), and Community Emergency Response Team (C.E.R.T) and Shelter Management were conducted during the following periods: November 2017; April 2018 - May 2018 and July 2018.



Challenges and Recommendations

Table 14 highlights the Challenges/Issues as well as some recommendations as found within the Disaster Management Unit.

Challenges/ Issues	Recommendations
<p>The lack of mobile phones with data packages for all internal officers within the unit has resulted in reduced real time communication and up to date information. The field service workers have relied on paper copies of work orders, which might get misplaced or smudged at a work site. Workers might have to dial in to headquarters to report a task complete or ask for backup and log reports in the process. This static information delivery creates a discontinuous workflow between managers and the field service worker.</p> <p>It also results in the inability to respond to changing on-ground situations. Field officers can be exposed to a variety of changing hazards while at work sites. While a phone call from a manager can alert workers to impending storms and other potentially dangerous conditions, complex projects might need labor to be redistributed according to real-time conditions. Equipping every field officer with a mobile device and related communication technologies allows managers to coordinate labor and project outcomes more effectively, especially in response to changing situations on the ground.</p>	<p>To purchase mobile phones with data packages which will assist the Unit especially when incidents occur, and the hot line number is unavailable. Budgeting and allocation of funds for such mobile phones and data packages should be prioritized.</p>



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Challenges/ Issues	Recommendations
<p>Training for Volunteers and equipping them with the relevant PPE: Untrained volunteers may do harm as well as good during disasters by putting themselves and others at risk for injury and, in rare cases, death because of their lack of training in safe and proper disaster response.</p>	<p>Allocate more funding to undertake more training for volunteers within the communities.</p>
<p>No labourers: The lack of having in-house staff available to deal with problems as soon as they occur has resulted in significant disadvantage on response time. Having a maintenance labourer with the correct skill set could significantly lower the time taken to repair emergency equipment.</p>	<p>The required need to employ a Disaster Response Officer to be able to cut trees and services our equipment in house timely.</p>
<p>Lack of disaster preparedness training for internal staff. Training is an important precondition on improving the technical skills of personnel to improve operational and team management and to optimize coordination among disaster management actors. Lack of such can result in an increase in workplace accidents, decreased staff morale, increased absence, poor job performance and increased levels of work-related stress. Lack of training also results in non-progression and development opportunities in these high-tech diversifying procedures within the work environment.</p>	<p>To request from the Personnel Department that relevant training be sourced and arranged for the officers.</p>
<p>No medical for workers: This could result in decreasing productivity, and lack of morale when no type of protection and support is shown by having a health plan.</p>	<p>Allocation of funding to consider implementation of a medical plan.</p>



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Challenges/ Issues	Recommendations
The challenges faced within the fields are officers may not want to take the risk of engaging in tasks that are prone to danger.	

Table 14: Challenges of, and Recommendations for the Disaster Management Unit



Municipal Policing

A core service entrusted to all Municipal Corporations is the protection of its citizenry. At the heart of all Corporations is the Municipal Police Department which is responsible for the overall security arrangement within the Organization and safety within the designated region. Established in 1939, the fundamental objective of the San Fernando Municipal Police Department is to maintain a sense of safety and security for the citizens and those working and visiting the City through proper policing and enforcement of the Laws of Trinidad and Tobago.

Roles and Responsibilities

As it relates to the Municipal Police, Section 48 (1) of the Municipal Corporation Act No.21 of 1990, now Chapter 25:04 states :- *“Every member of a Municipal Police Service, in addition to the special powers vested in him under this Act, has in respect of the whole of Trinidad and Tobago all the powers, privileges and immunities conferred on a constable by the Common Law, and also all the powers, privileges, immunities and liabilities conferred or imposed on a constable or on a First Division or Second Division police officer of corresponding rank by the Police Service Act and every act done by or to any member of a Municipal Police Force in the execution of his duty has the same effect and is attended with the same liabilities and other consequences and is punishable in the same manner as if done by or to a member of the Police Service in the execution of his duty”.*

These roles and functions can be summarized as follows:

- To protect the Corporation's properties, assets and personnel
- To prevent and detect crime through the provision of patrols both on foot and mobile
- To arrest/apprehend offenders in breach of the law and execute warrants and summons
- To perform Orderly Duty for Chairman of Council at official functions
- To provide police escorts for Corporation employees such as:
 - Building Inspector
 - Accounts department
 - Litter Wardens
 - Corporation employees during demolition exercises
 - All other departments as required
- To resolve disputes and problems within the community
- To conduct day/night visits to Institutions, Parks, Recreational Grounds and other Corporation Facilities



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- To conduct Investigations

Strength of the Department

According to Table 15 below, the Corporation is severely understaffed with the actual strength of the Municipal Police being twenty-six (26) and seventy-two (72) below its sanctioned strength and ideal strength respectively, exclusive of the Special Reserve Police Constables.

Rank	Sanctioned	Actual	Ideal
Superintendent of Police	-	1	1
Assistant Superintendent	1	1	1
Inspector	1	3	3
Sergeant	2	6	6
Corporal	6	8	10
Constable	44	9	79
Special Reserve Police Constable	-	5	-
Total	54	33	100

Table 15: Sanctioned, Actual and Ideal Strengths of the SFCC Municipal Police Department

Municipal Police Inventory

Motor Vehicle and Motorbikes

Table 16 below provides a breakdown of the number and type of motor vehicles and motorbikes utilized and/or in the possession of the Department.

Registration Number	Type of Vehicle and Make	Remarks
TCN 8752	Nissan Navara Marked - Automatic	Serviceable
TDG 2463	Mazda (4x4) Marked - Automatic	Serviceable
TBY 9270	Musso Marked Police Vehicle	Recommended for Board of Survey
PBP 9179	Toyota Rav-4 Unmarked Motor Vehicle	Recommended for Board of Survey
TCN 8751	Nissan Navara Marked Police Vehicle	In the garage for repairs

Table 16: Motor Vehicle Inventory for the Municipal Police Department



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Four (4) motorbikes were donated to the Corporation however, they are trail bikes and not suitable for use by Police Officers in line with their duties, as such, they are unserviceable. These are:

- PBP 9820
- PBD 2926
- PBP 9821
- PCW 194
- PBP 9829

All the above are unserviceable and have been offered up for a board of survey to be conducted.

Arms and Ammunitions

For this fiscal, the total amount of firearm and ammunition at hand were five hundred and ninety-one (591).

Training

For the fiscal period 2017/2018, three (3) officers were trained in various courses offered by the offered by the Police Academy and Government Training Center Company. A breakdown is presented in Table 17 below.

Training Courses	No. of Persons Trained
Human Resource Management Training Course in Developing Position Description	1
Ethical Issues in Police Service	1
Source Handling and Management	1
TOTAL NO. OF OFFICERS TRAINED	3

Table 17: Training Opportunities of the Municipal Police Department for 2016/2017

Activities

Despite being understaffed, the Department remain dedicated to its goal and mandate of maintaining security and safety within the region. In terms of patrols, the following achievements can be reported for the fiscal period. Areas patrolled included the main streets within the region, the Mayor's Residence, the Residence of Councillors and Aldermen, City Hall Compound and Extension Buildings, Ward Offices, the Markets, and recreational grounds within the City.

- A total of four (4) foot patrols were conducted.
- Six hundred and fifteen (615) mobile patrols were made within the City.



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In addition to this, the following were also reported and attended to:

- Minor Offences **10**
- Minor Crimes **0**
- Traffic Offences **45**

Further, one thousand, two hundred and thirty-four (1234) vehicles were wrecked within the City within this fiscal period.

Challenges and Recommendations

Table 18 highlights the Challenges/Issues as well as some recommendations as found within the Municipal Police Department.

Challenges/ Issues	Recommendations
Manpower shortages continue to affect the Police Department.	The labour force to be increased to meet the shortfall during the next fiscal year. This will be achieved when the next batch of recruits are trained.
Illegal Parking continue to a serious problem throughout the City.	To make available additional parking spaces for members of the public during the next fiscal year.

Table 18: Challenges of, and Recommendations for the Municipal Police Department



Assessments

The Assessment Department of the San Fernando City Corporation is responsible for the evaluation of all rate-able hereditaments within the municipality for the purpose of establishing and collecting house rates for residential, commercial, industrial, and agricultural buildings.

This department has been functioning according to the Municipal Corporation Act 21 of 1990 Part V. However, the Act was repealed in 2009 resulting in most of the functions being transferred to the Valuation Department of the Ministry of Finance (MoF).

Figure 23 illustrates the staff composition for the department which comprises of six (6) monthly paid positions. Only the position of the Clerk I remained vacant for the reporting period.

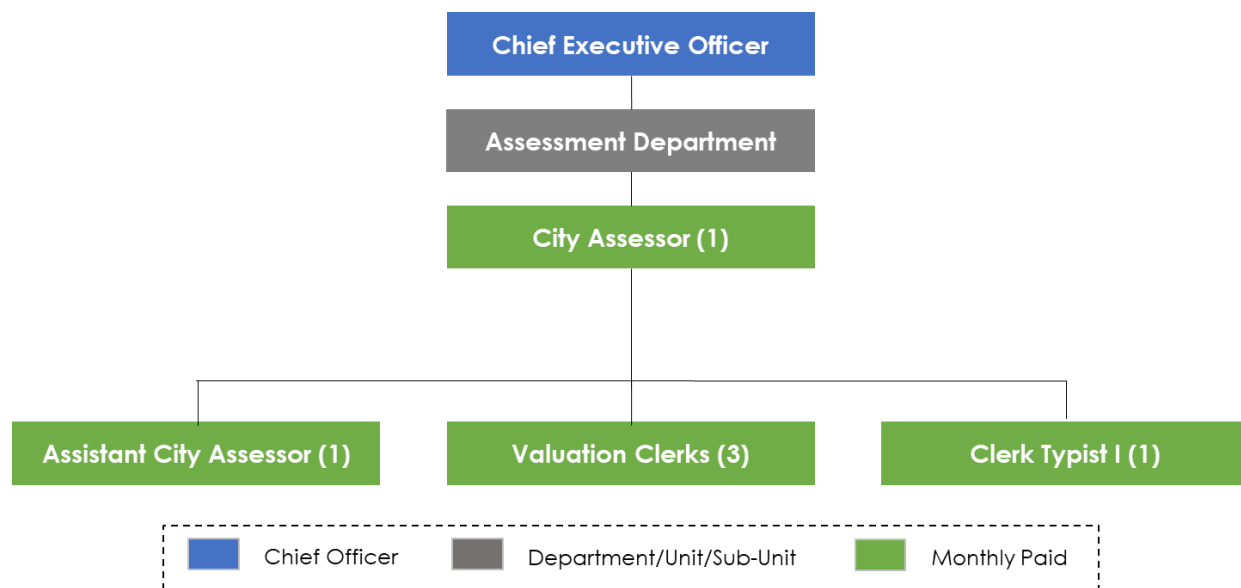


Figure 23: Staff Composition of the Assessments Department

Roles and Responsibilities

The collection of land and building taxes have been suspended since 2010 resulting in the Department performing the following tasks:

- Conducting investigations in collaboration with the Engineering Department, Public Health Department and the Disaster Management Unit.
- Providing extracts of the information contained in the House Rate Book for court matters and members of the public.
- Accepting certified deeds for the transfer of ownership of properties.
- Conducting deed searches for members of the public.



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- Collaborating with the Water and Sewerage Authority (WASA) to determine property ownership as well as annual rateable values.
- Identifying properties using cadastral sheets.

Achievements

Table 19 below provides a summary of the number of properties transferred during the reporting period.

Year	Month	No of Name Changes/Transfers.
2017	October	31
2017	November	35
2017	December	24
2018	January	43
2018	February	46
2018	March	18
2018	April	27
2018	May	37
2018	June	22
2018	July	28
2018	August	27
2018	September	20

Table 19: Number of Properties transferred during the fiscal period 2017/2018

Challenges and Recommendations

Table 20 highlights the Challenges/Issues as well as some recommendations as found within the Assessment Department.

Challenges/ Issues	Recommendations
Lack of proper storage cabinets to store the numerous hard copies of records result in difficulty searching for records and may	Monies be allocated to purchase additional storage and filing cabinets. Further, the



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increase the risk of loss and decay of important records.	digitization of all records is suggested for proper safe keeping.
Lack of proper software to store rateable hereditaments. Eighteen thousand, five hundred and eighteen (18,518) rateable hereditaments have been captured on a computerized database using an IBM designed software package-Lotus Notes. This computerized database system has since crashed with the most up to date ownership details captured as at 31st December 2012. Hard copies of these records are kept within the department and after the failure of the computerized software records have been manually updated to reflect name changes.	Monies be allocated to purchase and maintain a suitable software programme to store information on all rateable hereditaments within the City.
Lack of a proper mapping system available to accurately identify the location of properties reduces the efficiency of the officers in conducting their duties.	The implementation of a Geographic Information System (GIS) to specifically assist inter-departments with locating properties.
Non-preparation of the House Rate Book with the repeal of Part V of Act 21 of 1990 have caused the workload of the department to decrease.	Some of the staff to be utilised in other departments of the Corporation.

Table 20: Challenges of, and Recommendations for the Assessment Departments

Projections for the Upcoming Fiscal

Due to the uncertainty regarding the Assessment Department, no projections can be made for the next fiscal period. However, the department will continue to update its records with names of all owners of properties within the City boundaries and to ensure its records are well maintained. Records are kept from as early as 1900 and regular maintenance of these records are vital to its preservation.



Tenders

The Tenders Unit is responsible for the management of the tendering procedures of the Corporation. Figure 24 shows the staff composition of the Tenders Unit.

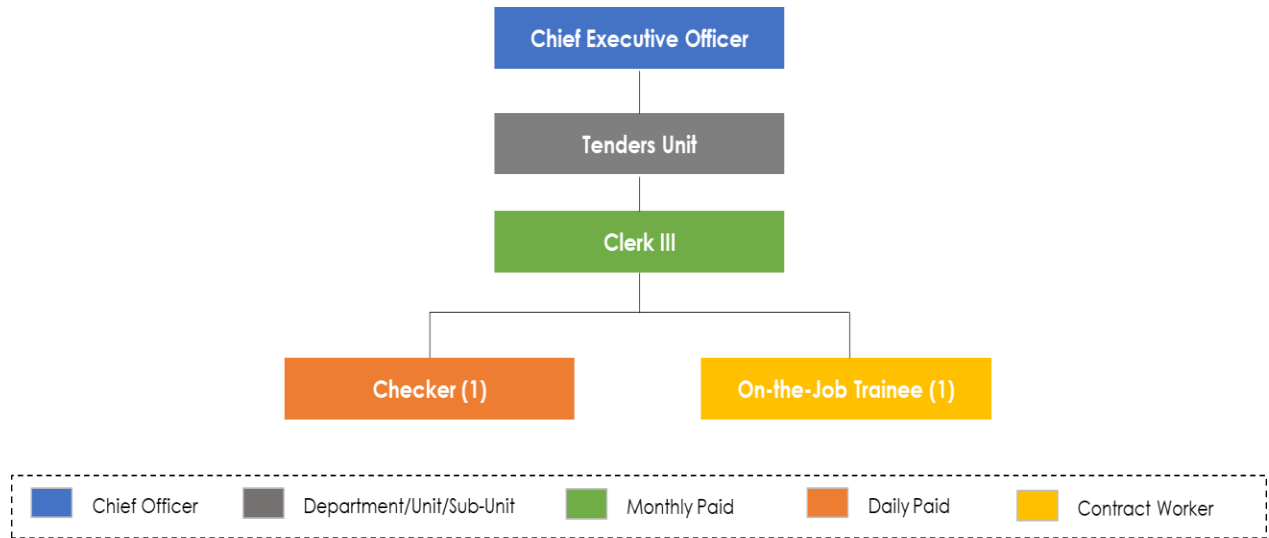


Figure 24: Staff Composition of Tenders Unit

The main responsibilities of the Unit include:

- Sourcing of all goods and services in the open market in a transparent manner and in accordance with the Central Tenders Board Ordinance.
- Proper management of tenders/ award of contracts and provision of the necessary information as may be requested by the interested/ potential contractors.
- Preparation of the necessary information for the publication of Tender Notices.
- Provision of Contract of Awards to successful contractors.

Depending on the cash value limit of the award, contracts are awarded through the following methods:

- The Chief Executive Officer < \$300,000
- The Special Ministerial Tenders Committee > \$300,000 but < \$ 500,000
- Central Tenders Board > \$500,000

Majority of the contracts awarded by the Chief Executive Officer as they fall within the first range and are less than the three hundred thousand (\$300,000). In this instance, the Corporation must first ensure that the funds are released by the MoF before awarding the Contract and starting the



job request. For the other two methods, the reverse is done. Confirmation of funds is first sought by the Corporation from the Ministry of Finance. Upon confirmation, the contract is awarded, work is completed satisfactorily and then the release of funds is requested from the MoF through the MRDLG.

Figure 25 highlights the steps in the tendering process undertaken by the Unit for the Chief Executive Officer's award.

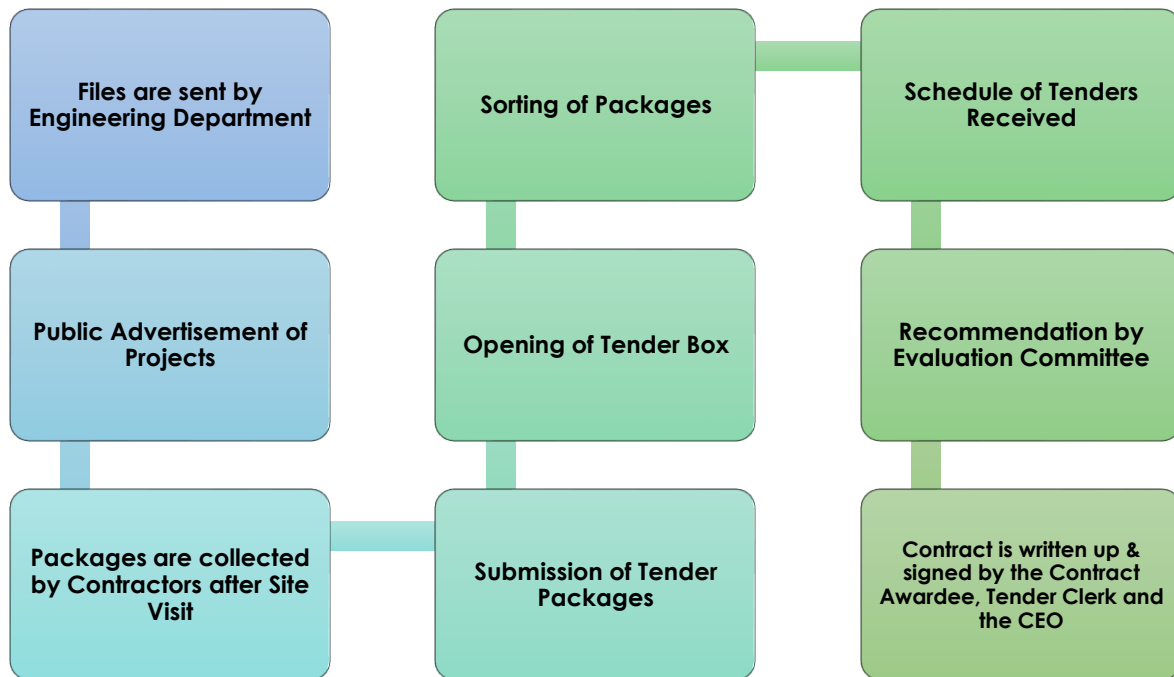


Figure 25: Tendering Process for the Chief Executive Officer's Award

Challenges and Recommendations

Table 21 highlights the Challenges/Issues as well as some recommendations as found within the Tenders Unit.

Challenges/ Issues	Recommendations
Lack of computers and other integrated systems	Request funding for improved data collection and computers

Table 21: Challenges of, and Recommendations for the Tenders Unit



Auditing

The SFCC maintains its own Internal Audit Unit which is charged with the responsibility of examining the Accounting Systems and Internal Controls of the Corporation. Findings and recommendations are forwarded directly to the Chief Executive Officer. With only three (3) staff members, it is one of SFCC's smallest Units. Figure 26 presents the hierarchal structure of the Unit.

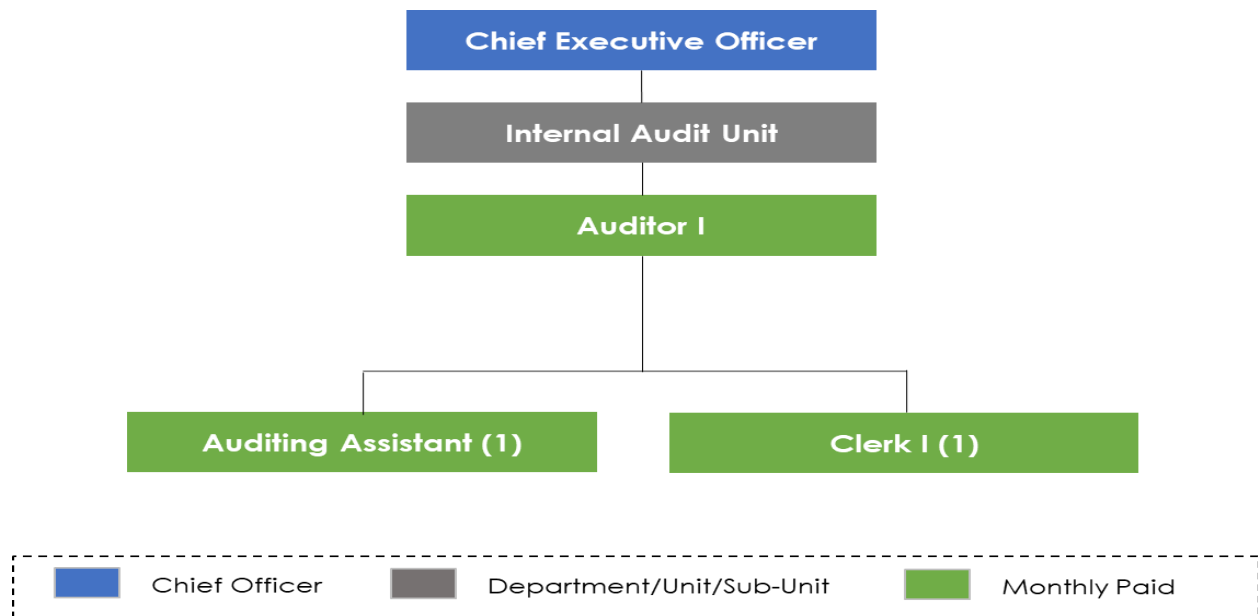


Figure 26: Staff Composition of Internal Audit Unit

Roles and Responsibilities

The overall roles and functions of the Unit are as follows:

- Ensuring that the rules and regulations governing the Corporation are observed
- Performing Audit examinations on the following:
 - Records of expenditure – vote books, vouchers, abstracts, and cash books.
 - Arrears of allowances – Daily Paid Workers.
 - Police Compensation
 - Imprest Cash Book
 - Pension and Leave records of Monthly Paid officers
 - Ward checks on Materials and counterfoil receipt books.
 - Increments of Monthly paid Officers
 - Record of Service of daily paid officers
 - Institution checks on Market Dues, counterfoil receipt books and stocks at hand



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- Subsidiary records i.e. Advances Ledgers and travelling claims register
- Ensuring that staff was up to date in terms of circulars from the Ministry of Finance, Chief Personnel Office and the Ministry of Rural Development and Local Government (MRDLG)

Training

Table 22 below highlights the training opportunities given to the staff members of the Audit Unit for the fiscal period 2017/2018.

Training Courses	No. of Persons Trained
Ethics for Government Officers	1
Training for Internal Auditors	1

Table 22: Training Opportunities of the Internal Audit Unit for the fiscal 2017/2018

Achievements

- Five (5) Pension and Leave Records were checked.
- One hundred and thirty-five (135) Increments were checked.
- Four hundred and thirty-nine (439) applications for Sick leave Bonus were approved.
- Twenty- three (23) Record of Service for daily rated officers were checked.

Challenges and Recommendations

Table 23 highlights the Challenges/Issues as well as some recommendations as found within the Audit Unit.

Challenges/ Issues	Recommendations
Verification of Institutions/Ward Offices' daily operation cannot be accomplished on time when records of materials are not properly documented	Implement a better standard operating procedure for governing these processes
The timely audit of Pension & Leave records as well as other documents cannot be accomplished when same are submitted to the Audit Department in an untimely manner.	Better communication between departments to mitigate these time constraints
Verification of Vouchers remain a challenge since they are either misfiled or not readily accessible.	Request to allocate funds towards the creation of a computerized filing system

Table 23: Challenges of, and Recommendations for the Internal Audit Unit



Human Resource Management

Human Resource Management (HRM) is a strategic function in any company/business designed to ensure that the organization achieves success, gain, and maintain a competitive advantage through the effective management of people. In the SFCC, the Personnel Department is tasked with this responsibility.

This integral Department is headed by a Personnel and Industrial Relations Officer (PIRO) II who directly oversees sixteen (16) staff members as presented in Figure 27 below: ten (10) monthly-paid officers, four (4) daily paid officers and two (2) On-the-Job trainees (OJTs). For the fiscal period 2016/2017, all seventeen (17) positions were filled. These staff members all play important roles in helping the SFCC accomplish its strategic agenda through its employees.

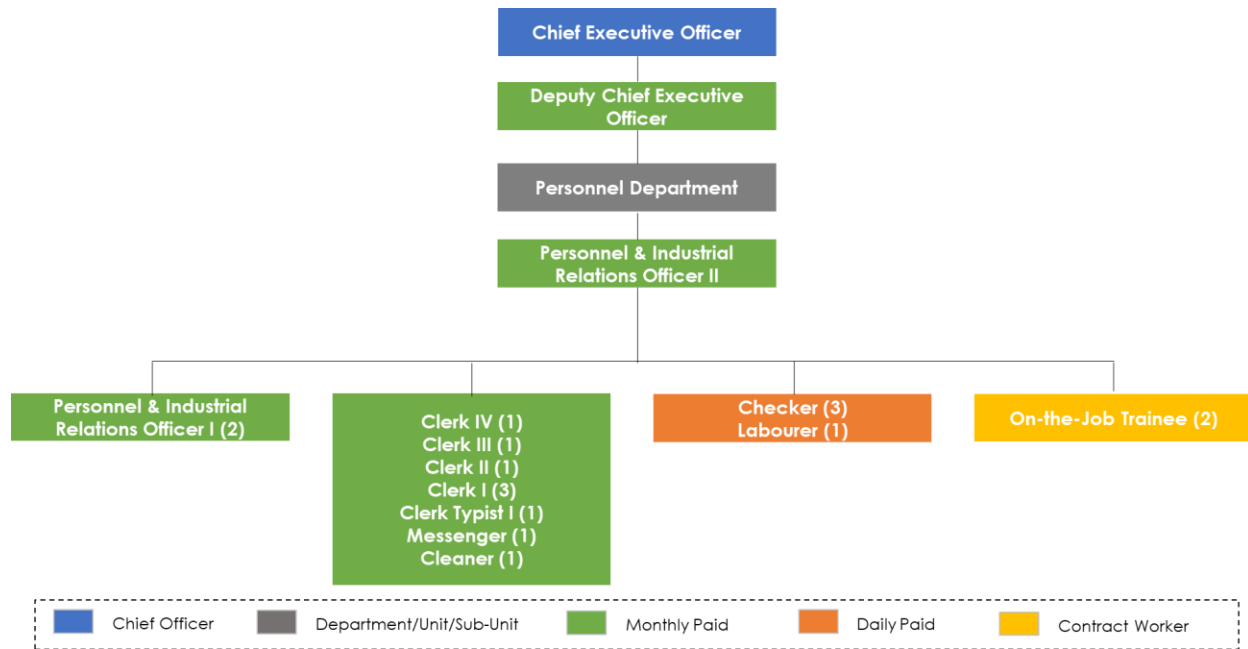


Figure 27: Staff Composition of the Personnel Department

Roles and Responsibilities

To ensure that the demands of the citizens and visitors of San Fernando are met, there needs to be a well-functioning and satisfied workforce. The Personnel Department achieves this through five (5) core functions: proper human resource planning, recruitment/talent acquisition, training and development, performance management and employee and labour relations as illustrated in Figure 28 below.



Human Resource Management



Figure 28: Core Functions of the Personnel Department

From the Human Resource perspective, the Personnel Department manages over seven hundred (700) employees. As previously mentioned, majority of the workforce form the permanent daily paid cadre who require different HR processes from the permanent monthly paid establishment in terms of these five (5) core functions.

Generally, the roles and responsibilities of the Department can be summarized as follows:

- Processing leave applications of all workers
- Preparing sick leave bonus for daily paid workers
- Maintaining the punctuality and attendance registers of all workers
- Maintaining the personal records of all workers
- Preparing the monthly return of Personnel for all monthly paid staff, contracted workers and on- the- job trainees
- Arranging staff & acting arrangements of established monthly paid workers when necessary
- Preparing pension and leave and record of service when necessary
- Organizing annual performance appraisal reports of established monthly paid workers
- Identifying shortfalls in labour with respect to daily paid workers



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- Resolving disputes and grievance of workers in consultation with the Contractors and General Workers Trade Union (C&GWTU) and Public Service Association (PSA)
- Fortnightly preparation of recruitment of daily paid workers
- Managing the Employee Assistance Programme (EAP)
- Preparing documents for Annual Medical Check - up for daily paid workers
- Formulating Annual Periodic Reports

It should be noted that the Corporation does not have a formal EAP. However, employees identified in need of assistance have been afforded Employee Assistance through an external provider which has been financed by the Corporation.

Sick Leave Applications

The Personnel Department processed one hundred and forty-five (145) applications for extended sick leave. Ninety-eight (98) were approved in accordance with the terms and conditions of employment as Leave with Full Pay and thirty-three (33) as No-Pay Leave.

Separations from the Corporation

Retirement

For the fiscal period 2017/2018, the Corporation saw six (6) members from the permanent monthly paid establishment retire. Four (4) of these retirements were on medical grounds. Twelve (12) of the daily paid workers retired during this period.

Training

The SFCC recognizes the importance of staff training to the organization. Training presents a prime opportunity to expand the knowledge base of all employees, address weaknesses and improve employee performance and development. This leads to more motivated employees, greater productivity, and efficiency. The training conducted by the Corporation during this fiscal period is aligned to the Corporation's strategic objectives. The primary training course during the period 2017-2018 comprised of the Live to Lead Leadership course under the John Maxwell core group of studies. It entailed exposing the various heads of all departments in the many facets of leadership with a particular emphasis on the levels of leadership.

Achievements

- One hundred and ninety-four (194) Annual Performance Appraisals reports were issued to Supervisors for completion. The Department reported a mass improvement as over 98% of



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reports were completed which represented one hundred and ninety (190) returned from Supervisors.

Challenges and Recommendations

Table 24 highlights the Challenges/Issues as well as some recommendations as found within the Personnel Department.

Challenges/ Issues	Recommendations
Inadequate technical staff to capably service the region which was extended but came with no increase in manpower.	Continued requests for additional staffing.
Insufficient storage space to safely store monthly paid and daily paid records.	To procure additional filing cabinets and digitalization of the system of manual records.
The continued growth of San Fernando's economy, population and general activity has placed a commensurate challenge to the efficient execution of the SFCC's functions with regards to its available resources.	The proper availability and application of relevant technological systems and regularized modern training regimes should enhance worker capacity and efficiency in the execution of the department functions.

Table 24: Challenges of, and Recommendations for the Personnel Department



Office Management

The Office Management Unit comprises the Office Manager, Registry and Copy Room. Staff assigned to this Unit is illustrated in Figure 28 below.

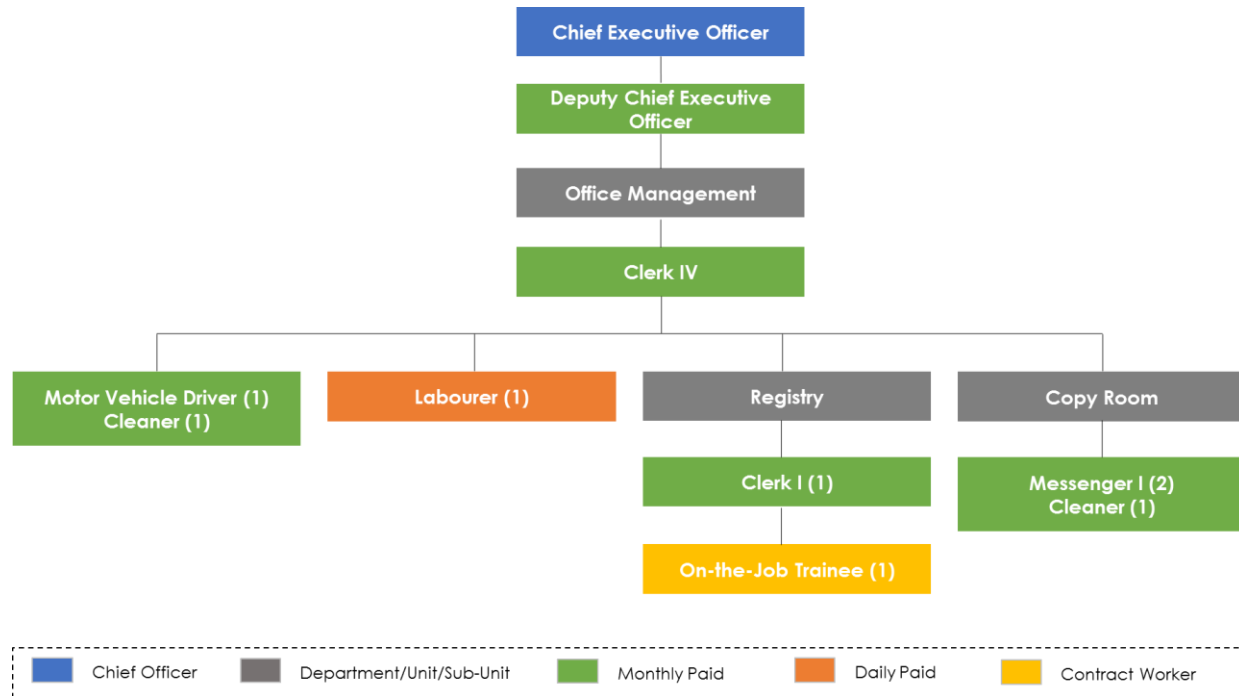


Figure 29: Staff Composition of the Office Management Unit

The Clerk IV oversees the Unit and acts as the Office Manager. In this capacity, the officer is responsible for ensuring that:

- Office equipment and machinery are maintained at an operational level.
- Stationery and office supplies are purchased and in supply for the daily use.
- Office and minor equipment are sourced and acquired in a timely manner.
- The Drivers and Messengers are dispatched daily.
- Various companies for the supply/repair and maintenance of Minor Equipment are at hand.
- Proper maintenance/ cleaning of the Administration Building is done.

Generally, the roles and responsibilities of the Unit are as follows:

1. Procurement and distribution of Stationery and cleaning supplies in a timely manner.
2. Filing of documents.
3. Distribution of correspondences from CEO's office to other departments, units and offices.



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4. Provision of copying services for the Corporation.

Challenges and Recommendations

Table 25 highlights the Challenges/Issues as well as some recommendations as found within the Office Management Unit.

Challenges/ Issues	Recommendations
Additional storage space must be made available for the storage of stock for office use	To be included in the Draft Estimates for the next fiscal.
A bigger office space is needed for the Registry Section and Office Manager as the Health and Safety Officer has been issuing caution notice to the Office Manager due to stationary boxes stored in the walkway	To be included in the Draft Estimates for the next fiscal.

Table 25: Challenges of, and Recommendations for the Office Management Unit



Conclusion & Way Forward

The San Fernando City Corporation has faced numerous challenges this fiscal period, from a lack of key personnel and funds to equipment. Summarizing, many of the departments/units reported the following constraints which limited their abilities to effectively provide local government services to the citizens of San Fernando.

1. **Reduction and late disbursement of Government Subvention** – For this fiscal, the Accounts Department recorded a decline in Government funding for Recurrent services and stated that releases were granted close to the end of the fiscal period to execute infrastructural works under the DP. This occurrence negatively affected the operations of the Corporation making it difficult for the Corporation to provide quality services.
2. **Lack of Key Personnel and rapid turnover of staff** – The actual number of human resources is significantly less than the number required to effectively carry out the responsibilities of the Corporation. Many important technical positions remain vacant and there is an inadequate number of staff to effectively service the extended boundaries. Another human resource challenge reported is the rapid turnover of staff in important positions in the Accounts, HR, and Secretariat Departments. This disrupts the smooth flow of operations within the SFCC.
3. **Insufficient storage space** – Majority of the Departments/Units have limited storage space to safely secure their physical records and equipment.
4. **Absence of computerized systems** – The lack of a computerized payroll system has significantly reduced the efficiency and effectiveness of the Accounts Department.
5. **Lack of equipment** – No provisions of mobile phones for field officers and a limited number of operational vehicles and tools were among the constraints listed by the departments/units.

Despite these challenges, the Corporation has continued to put its best foot forward and tried to deliver exceptional local government service to its citizenry as highlighted in its achievements. Recommendations have been made and measures have been put in place to rectify within the upcoming fiscal period these issues where possible and within the control of the Corporation.



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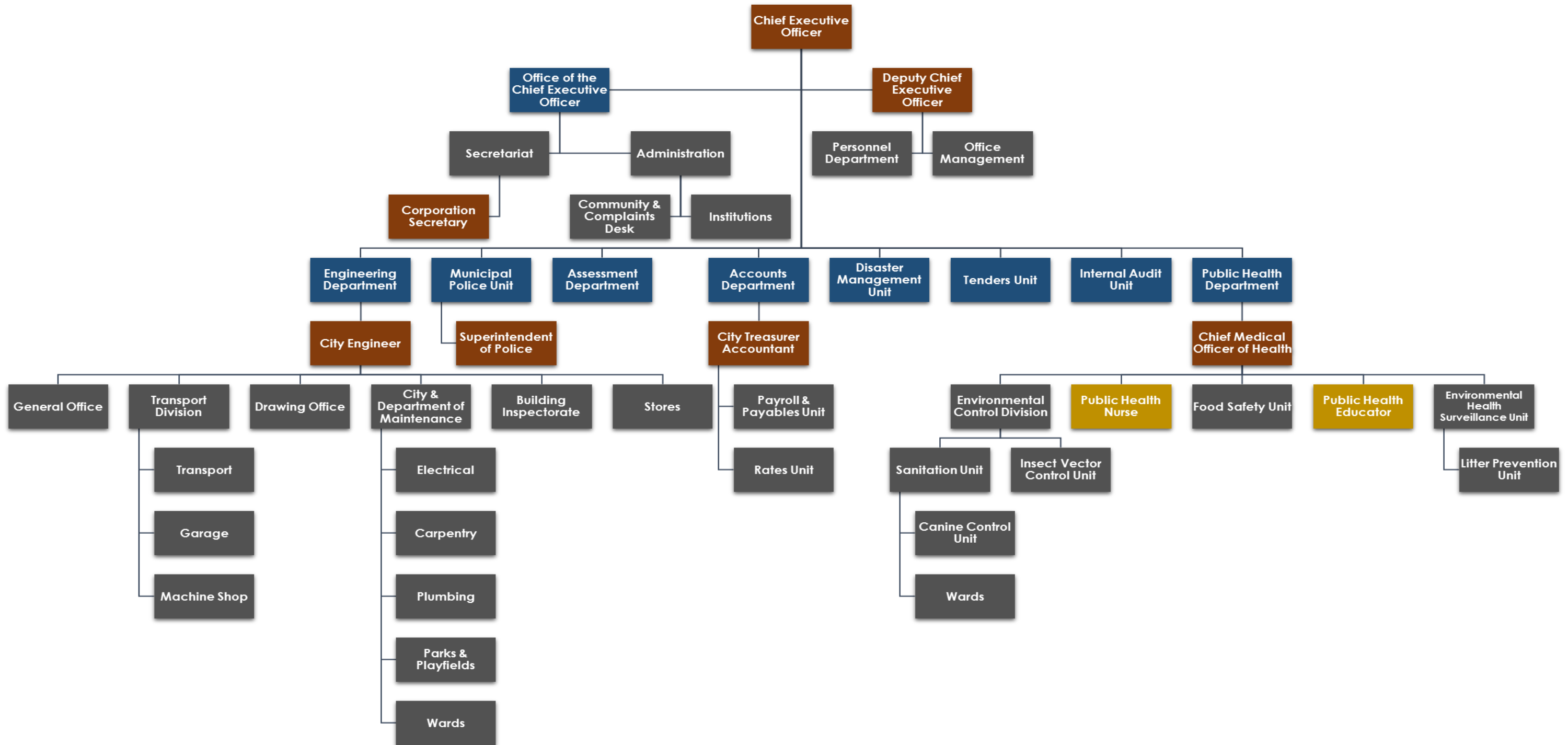
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Appendix I: Diagram illustrating the Internal Structure of the San Fernando City Corporation