



## OFFICE OF MAYOR DONNA DEEGAN

### NEIGHBORHOODS INITIATIVES SUBCOMMITTEE MEETING OF THE INFRASTRUCTURE TRANSITION COMMITTEE MEETING MINUTES

Wednesday July 19, 2023  
12:00 pm – 2:00 pm

#### **Committee Members**

##### **PRESENT:**

Wayne Wood, Co-Chair  
James Coggin  
David Garfunkel  
Carla Jones  
Michael Kirwan  
Tyler Matthews  
Leslie Jean-Bart

##### **ABSENT:**

Diallo-Sekou Seabrooks, Co-Chair  
Eunice Barnum  
Garrett Dennis  
Bill Hoff  
Jim Robinson  
Isaiah Rumlin

##### **COJ Staff Support:**

Barbara Florio

**Presenter:** Steve Long, Director  
Public Works - COJ

##### **Guests Present:**

Noel Comeaux – NEFRC  
Jimmy Orth – Riverkeeper  
Shay Hill – JEA  
Kenny Logsdon – COJ HCDD  
Beth Mixson – Family Promise

John Philanthropic Nooney – Resiliency  
Subcommittee  
Kim Pryor – Citizen  
Kristopher Smith – LISC Jax  
Denise Wallace – BCM Services, Inc.

##### **Call Meeting to Order, Welcome**

Co-Chair Wood called the meeting to order at 12:09 pm welcoming members and visitors. Quorum was present.

Minutes from 7/12/2023 were presented for approval. Minutes were moved for vote by Tyler Matthews and seconded by James Coggin. Approved by vote of 7-0.

Public Works Director Steve Long presented overview of the Public Works (PW) projects, plans, processes, and forecasting. The Power Point presentation is attached to and made part of these minutes.

##### **Highlights and Questions:**

- 'PW By the Numbers' – Mayor Deegan's proposed budget increase for mowing will increase capacity of maintaining green space, in parks, roadside, and public buildings. Currently 7,384+ acres of mowing.
- 6 Cemeteries targeted for updating – most in the Urban Core
- 3 million Solid Waste Pick-ups/Month – this includes subcontractor solid waste companies.
- Q – How does PW track and account for aging neighborhoods issues? A – determination of projects is based on performance of the neighborhood, issues through MyJax system, police accident reports and other factors.
- Q – What is determining priorities with sidewalks? A – Requests are received, and PW investigates the need, analyzes the area, researches JSO accident reports for walking, biking, and other accidents due to no sidewalk or sidewalks in disrepair. Most of requests come through MyJax system.



## OFFICE OF MAYOR DONNA DEEGAN

- Q – Sidewalk and Flooding issues, is there any cost to citizens? A – no cost to the homeowner. All repairs and new issues are paid for by COJ.
- Q – Jacksonville Small and Emerging Businesses (JSEB) What is consideration in making awards? A – In making awards union labor is not a consideration. Analysis of using COJ Civil Service workers vs. Contractor has determined the cost to be roughly the same. However, contractors are sometimes hired when they have experience and expertise the COJ staff doesn't have.
- Q – Wish List. A – Increase resurfacing budget; Greater staff capacity with increased salaries; COJ salaries not competitive in the job marketplace.

The Subcommittee developed a list of questions and topics for the 630-City Manager and Municipal Code Compliance Division to present.

- What are specific obstacles to infrastructure improvement citywide?
- Identify any projects/issues in Northwest Quadrant and Jacksonville's older and underserved neighborhoods.
- Explain how projects/work are prioritized.
- Provide detailed information on the division's work processes.
- **630-CITY** – provide process and infrastructure of workflow of MyJax system, prioritization, and resolution. Would like a report of 12 months of inquiries and if possible divided by nature of call and district. Primary focus on Northwest Quadrant.
- **MCCD** – Provide information on BLIGHT issues in Northwest Quadrant and underserved neighborhoods. Also process and infrastructure of MCCD.
- How can the division be more productive?
- How is community voice being heard by the division?
- Provide details of performance and timeliness results?
- What is on your wish list?

Suggestion is for Subcommittee to focus next week and create a Framework of Agenda Items the Subcommittee will work through, gather information, and develop the recommendations to be submitted to the Administration. A future agenda item will be to discuss the proposed Urban Core Ambassador program, including inviting a subject matter expert Mike Haskins Springfield Preservation and Revitalization Executive Director. The Ambassador program is focused on blight, so the thought is to include this discussion on the 26<sup>th</sup> when 630-City and Municipal Code Compliance are scheduled. Member Bill Hoff is editing the survey being sent to CPAC's. Expect to receive before next meeting and it will be distributed.

### **FUTURE MEETINGS:**

July 26, 2023 – 630-CITY, Municipal Code, and Mike Haskins (unconfirmed) on Urban Core Ambassador program

August 2, 2023 – JTA Greer Gillis JTA's SVP for System Development; TPO Jeff Sheffield; and DOT Jim Knight.

August 9, 2023 - CPAC's, Neighborhoods Department Overview by Chiquita Moore Operations Director, and CPAC Chairs presence

August 16, 2023 – Pending invitation for presentation from OED (Office of Economic Development) regarding CRA's (Community Redevelopment Areas).

Meeting was adjourned at 2:01.

**THE DATE FOR THE NEXT MEETING IS DATE.  
WEDNESDAY JULY 26, 2023**



# OFFICE OF MAYOR DONNA DEEGAN

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## CERTIFICATION

**Recorded, Transcribed and Submitted by:**

Barbara Florio, Operations Manager-HCDD  
COJ Staff Support

**Approved by:**

Wayne Wood, Co-Chair  
Neighborhoods Subcommittee



# Department of Public Works

**Steven D. Long, Jr., P.E.**

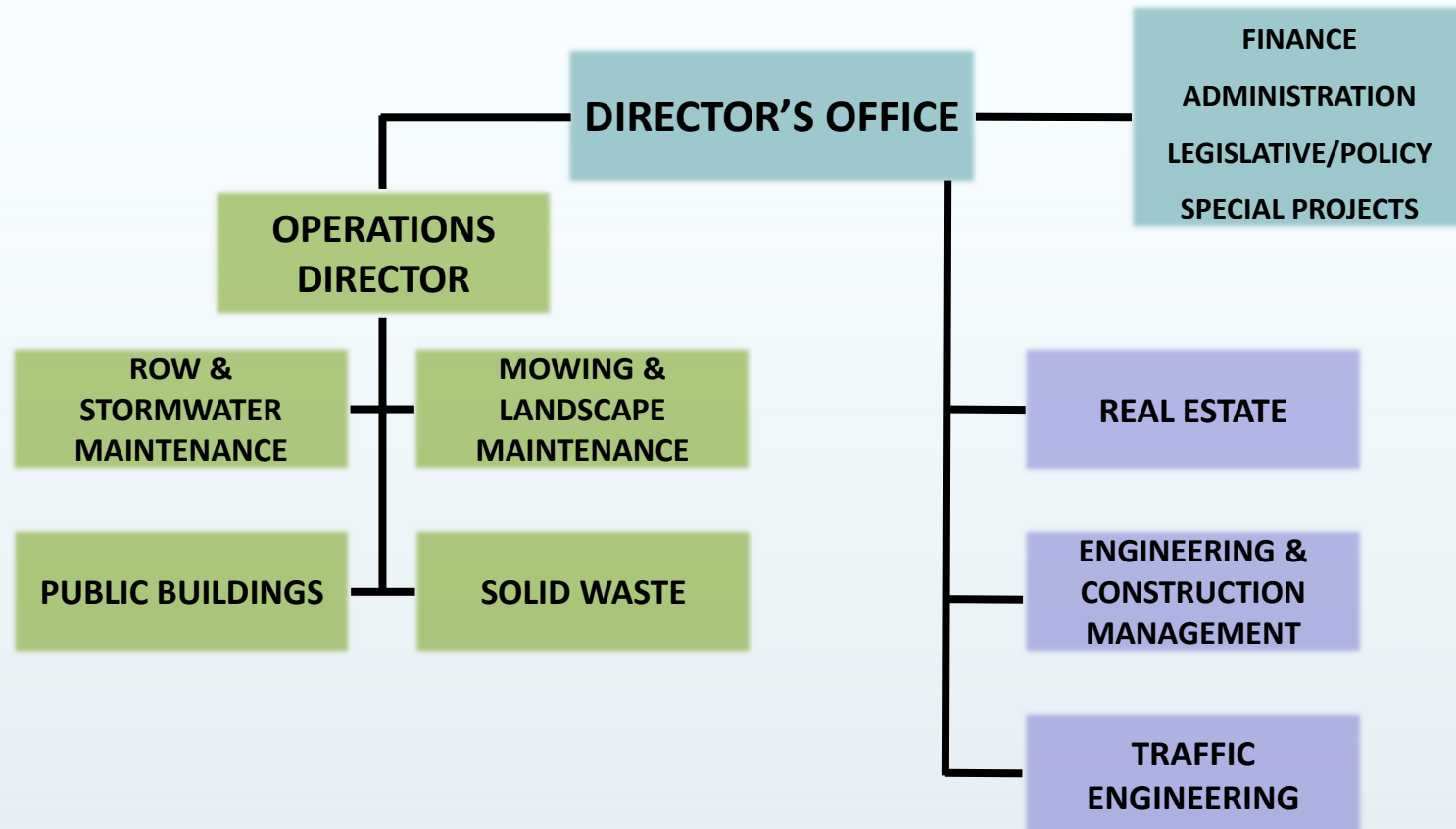
**Director**

**July 19, 2023**

# ORGANIZATIONAL STRUCTURE



The Department of Public Works is the primary caretaker of all city-owned properties and infrastructure. It consists of the Director's Office and seven divisions:



# OUR MISSION



***TO MAINTAIN AND ENHANCE OUR  
CITY'S INFRASTRUCTURE WITH  
DEPENDABLE, PROFESSIONAL, AND WILLING  
EMPLOYEES WHO ARE  
COMMITTED TO EXCELLENCE IN  
CUSTOMER SERVICE AND SATISFACTION***



# PUBLIC WORKS - BY THE NUMBERS



- 524 employees
- 840 square miles
- 3,804 miles of roads (*Roadway from Jacksonville to California and halfway back!*)
- 1,187 miles of outfalls/ditches
- 72,671 stormwater structures
- 3M Solid Waste Pick Ups/Month
- 1,484 miles of stormwater pipe
- 262 retention ponds
- 10 stormwater pump stations
- Six cemeteries
- 7,384+ acres of mowing
- 800 public buildings/structures
- 1,202 traffic signals

# Project Prioritization



- Number 1 Priority is to fulfill the Mayor's Priorities!
- Projects are Prioritized Using a Scoring Process
- All Projects are Presented to the CIP Evaluation Committee for Review and Ranking for Inclusion into the CIP
- Safety comes first and will result in a project being moved up in importance.





- CIP Process is very collaborative throughout the course of a year. Projects are brought to PW in a variety of methods and manners.
- Mayor
- Council
- Clients - JFRD, JSO, Parks, Libraries, Others...
- Residents
- PW Investigations and Observations
- Developers
- Others

# CIP Overview



- Many projects are placed in the CIP that aren't from PW.
- Funding is typically provided in the Beyond 5<sup>th</sup> Year. Then with each successive budget, if approved by the Mayor and then the council, the project is moved up one year.
- When the funding arrives in the current year, the project is started.
- Many projects are re-occurring projects year after year, Resurfacing, Sidewalk Repair, Traffic Signal Maintenance, Pavement Markings, Public Buildings Roofing, Underdrain Replacement, Outfall Maintenance, Drainage System Rehab, etc... With these, funding is provided year over year to continue to perform required maintenance on City Infrastructure.

# JSEB Procurement and Reporting



- At the start of the bidding project, the JSEB Office assigns the JSEB requirement for a project. That requirement can make a project a “Set-A-Side” project, a “Participation Percentage” project or an “Encouragement Project”.
- Set Aside - 100 JSEB
- Participation Percentage - Determined by JSEB
- Encouragement - No JSEB requirement, but JSEBs usage is still encouraged
- Typically, the more specialized a project the lower the JSEB participation.

# JSEB Procurement and Reporting



- PW works in conjunction with Procurement then advertises and receives bids. PW does a review of the bid and upon determining the lowest responsive and qualified bid, the bid is then reviewed by the JSEB office to ensure it meets the JSEB requirement. If determined to meet JSEB, the project is awarded, moves through the process and into construction.
- Once in construction, each invoice includes JSEB Form 3 information for payment. As the invoices are processed, each contractor and sub-contractor is entered into the system to indicate how much they are being paid. The JSEB office then uses this information to run their program and provide their reporting on the JSEB program.

# Current Issues in NW Jacksonville



- Septic Tanks (being addressed by STPO based on matrix priority) - Biltmore, Beverly Hills, Cristobel, Riverview...
- Drainage Systems - Aging infrastructure being repaired and replaced - Eastside Drainage Project
- Sidewalks - Sibbald Road, Belvedere Ave, Plummer Grant, Trout River Blvd, ...
- Outfall Ditches - Major Outfall Ditch Cleaning and Clearing
- Roadway Issues - Duval Road Widening, Resurfacing, Moncrief and 20<sup>th</sup> Reconstruction, Potholes, Cave Ins, etc..
- Solid Waste - Garbage, Recycling, Yard Waste
- Mowing and Landscaping - Increased funding in Mayors Budget



# CIP Projects



- FY 20 - Completed
- ADA Curb Ramps 32218 and 32209
- Lower Eastside Drainage Improvements
- Ribault River Channel Markers
- Sophist Circle Underdrain Replacement
- Trout River Floating Docks
- Wallace Small and Riverview Senior Center Renovations



# CIP Projects



- FY 21 - Completed
- 4<sup>th</sup> Ave Sidewalk and Drainage Improvement
- ADA Curb Ramps - 32206
- Bassanova Court Underdrain Replacement
- Braddock Road Sidewalk Improvement
- JP Small Museum Renovation
- Marsh Hen Roadway Improvement
- Moncrief Community Center
- Norfolk Blvd Intersection Improvement
- Sibbald Ave Sidewalk Improvement
- Sophist Circle Underdrain Replacement, Phase II

# CIP Projects



- FY 22 - Completed
- ADA Curb Ramp - Phase V
- Bert Maxwell Park Dredging
- Clyde Drive Sidewalks
- McCoy's Creek Blvd Closure
- Sycamore Street Sidewalk Improvements

# CIP Projects



- FY 23 - Completed
- 67<sup>th</sup> Street Drainage Improvements
- Biscayne Blvd Sidewalk Improvements
- Broward Road Improvements, Sites 1 and 2
- Riverview Park Railing Replacement
- Spires Ave Drainage Improvement

# CIP Projects



- FY 23 - Under Construction
- Silver and 7<sup>th</sup> Street Drainage Improvement
- Clanzel Brown Pool Building Repair
- McCoys Creek Restoration
- Myrtle Ave Stormwater Pump Station
- Springrove Street Drainage Improvements
- Cole Road Sidewalk



- Moving to Construction
- Clanzel Brown Park Basketball Court Cover - 2023
- Duval / Armsdale Intersection Improvement - 2023
- Main Street Traffic Calming - 2023
- McCoys Creek Bridge Replacements (King and Stockton) - 2023
- McCoys Creek Outfall - 2023
- Medical Examiner's Office - 2023
- Soutel Drive at New Kings Road Intersection Improvements - 2023
- Historic Cemetery Entrance Improvement - 2024
- Old Kings Road Drainage Improvements - 2024
- Riverview Park Construction - 2024





- Active Projects Under Design to be Constructed Upon Completion
- Armsdale Road Sidewalk and Roadway Improvements
- Broward Road Widening (BJP)
- Duval Road Widening
- Duval Road Sidewalk
- Harts Road Bridge
- Ranch road Sidewalk
- Ribault Scenic Drive Drainage Improvement
- Brentwood Library / Pre-School, Phase I
- Davell Road Drainage Improvement
- Irving Scott Drainage Improvement



# CIP Projects



- FY 24 - Projects in CIP
- Broward Road Improvements, Site #3
- Sibbald Road Sidewalk Extension
- Septic Tank Phase Out
- Jax Ash site Pollution Remediation
- Bradham Brooks Library Improvements
- Highlnds Library Roof Replacement

# Small Sidewalk Construction



Overall Sidewalk Data for FY 12 - FY 23

		FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	Total	Percentage of Program
CD #1	Cost	\$8,242.80	\$106,745.00	\$166,535.50	\$0.00	\$0.00	\$68,112.00	\$177,127.00	\$0.00	\$21,414.00	\$16,397.00	\$0.00	\$0.00	\$564,573.30	8.93%
	Length	82	1,452	1,975	0	0	2,024	4,140	0	586	490	0	0	10,749	
CD #2	Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,350.00	\$27,057.00	\$113,439.00	\$14,897.00	\$0.00	\$0.00	\$0.00	\$196,743.00	3.11%
	Length	0	0	0	0	0	1,230	880	2,674	425	0	0	0	5,209	
CD #3	Cost	\$0.00	\$0.00	\$49,665.00	\$0.00	\$0.00	\$17,996.00	\$4,160.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$71,821.00	1.14%
	Length	0	0	600	0	0	250	140	0	0	0	0	0	990	
CD #4	Cost	\$0.00	\$252,083.00	\$0.00	\$0.00	\$97,067.00	\$82,458.60	\$77,911.00	\$100,812.00	\$0.00	\$66,682.00	\$9,780.00	\$0.00	\$686,793.60	10.86%
	Length	0	2,396	0	0	2,227	2,031	1,895	2,635	0	1,170	215	0	12,569	
CD #5	Cost	\$44,584.36	\$0.00	\$0.00	\$0.00	\$39,659.00	\$30,305.00	\$58,471.00	\$0.00	\$0.00	\$7,920.00	\$4,228.00	\$0.00	\$185,167.36	2.93%
	Length	965	0	0	0	750	190	1,920	0	0	225	120	0	4,170	
CD #6	Cost	\$0.00	\$78,795.00	\$0.00	\$55,628.50	\$28,611.00	\$70,085.00	\$36,673.29	\$16,980.00	\$24,390.00	\$10,490.00	\$5,206.00	\$9,048.00	\$335,906.79	5.31%
	Length	0	1,310	0	900	0	1,825	900	246	433	245	240	290	6,389	
CD #7	Cost	\$82,929.03	\$0.00	\$106,753.50	\$0.00	\$16,972.00	\$0.00	\$136,202.00	\$122,512.00	\$2,256.00	\$71,324.00	\$190,867.24	\$0.00	\$729,815.77	11.54%
	Length	2,610	0	1,505	0	370	0	3,920	2,684	53	2,072	2,600	0	15,814	
CD #8	Cost	\$0.00	\$0.00	\$0.00	\$71,055.00	\$32,704.00	\$0.00	\$134,305.00	\$0.00	\$0.00	\$45,648.00	\$13,533.00	\$0.00	\$297,245.00	4.70%
	Length	0	0	0	1,907	1,130	0	3,935	0	0	1,316	310	0	8,598	
CD #9	Cost	\$66,185.82	\$27,641.00	\$145,147.42	\$0.00	\$68,065.00	\$102,348.00	\$129,406.50	\$16,585.00	\$0.00	\$31,586.00	\$59,196.00	\$0.00	\$646,160.74	10.22%
	Length	2,500	600	2,006	0	2,645	3,430	4,370	652	0	730	1,614	0	18,547	
CD #10	Cost	\$324,591.90	\$254,784.30	\$188,117.00	\$0.00	\$112,232.50	\$200,686.00	\$149,396.00	\$37,947.00	\$0.00	\$16,065.00	\$0.00	\$0.00	\$1,283,819.70	20.30%
	Length	7,048	4,830	3,990	0	3,190	6,655	5,820	1,020	0	185	0	0	32,738	
CD #11	Cost	\$242,709.79	\$0.00	\$0.00	\$29,528.43	\$29,182.00	\$12,424.00	\$23,738.20	\$41,090.00	\$12,560.00	\$140,732.00	\$24,318.00	\$0.00	\$556,282.42	8.80%
	Length	4,200	0	0	606	581	246	750	1,130	502	3,330	730	0	12,075	
CD #12	Cost	\$10,893.47	\$215,794.36	\$2,003.12	\$0.00	\$14,884.00	\$8,561.00	\$0.00	\$0.00	\$43,030.00	\$0.00	\$3,938.00	\$0.00	\$299,103.95	4.73%
	Length	0	4,886	33	0	200	300	0	0	1,071	0	126	0	6,616	
CD #13	Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,940.00	\$0.00	\$3,940.00	0.06%
	Length	0	0	0	0	0	0	0	0	0	0	70	0	70	
CD #14	Cost	\$59,866.52	\$0.00	\$0.00	\$0.00	\$142,782.00	\$43,270.00	\$74,101.00	\$2,318.00	\$1,415.00	\$12,938.00	\$31,015.00	\$97,890.00	\$465,595.52	7.36%
	Length	1,205	0	0	0	1,667	1,865	2,405	35	25	325	760	1,900	10,187	
Totals	Cost	\$840,003.69	\$935,842.66	\$658,221.54	\$156,211.93	\$582,158.50	\$677,595.60	\$1,028,547.99	\$451,683.00	\$119,962.00	\$419,782.00	\$346,021.24	\$106,938.00	\$6,322,968.15	100.00%
	Length	18,610	15,474	10,109	3,413	12,760	20,046	31,075	11,076	3,095	10,088	6,785	2,190	144,721	

4 Districts out of 14  
28.57%  
Percentage Spent in 4 districts  
46.76%

# Pavement Management



Overall Pavement Management Program Data for FY 11 - FY 23															Total	Percentage of Program		
CD #1	CD #2	CD #3	CD #4	CD #5	CD #6	CD #7	CD #8	CD #9	CD #10	CD #11	CD #12	CD #13	CD #14	Totals				
CD #1	Cost	\$1,014,800.60	\$289,826.83	\$37,078.37	\$88,333.41	\$62,663.79	\$473,634.16	\$333,757.77	\$1,415,267.67	\$638,094.18	\$271,250.53	\$615,468.57	\$284,810.39	\$1,760,049.59	\$7,284,635.86	4.78%		
	Length	43.806	15.567	11.543	31.137	4.321	23.752	11.020	55.881	22.955	18.142	18.748	22.906	13.935	\$293,713.00			
CD #2	Cost	\$209,364.02	\$367,987.16	\$147,773.63	\$162,601.17	\$121,101.66	\$2,505,546.55	\$502,709.76	\$665,382.03	\$774,226.99	\$258,703.91	\$191,782.08	\$1,081,385.50	\$779,855.02	\$7,768,419.48	5.10%		
	Length	8.158	43.061	8.730	11.671	7.085	97.607	36.038	29.990	19.900	11.887	17.460	34.409	56.801	\$382,797.00			
CD #3	Cost	\$309,778.48	\$73,915.45	\$653,127.90	\$92,941.20	\$30,340.02	\$15,740.12	\$725,210.44	\$3,980.90	\$28,291.10	\$0.00	\$0.00	\$219,825.06	\$581,596.35	\$2,732,747.02	1.79%		
	Length	8.121	10.625	25.578	11.703	1.385	6.055	20.338	1.385	5.695	0	0	33.250	10.276	\$134,411.00			
CD #4	Cost	\$548,745.75	\$625,196.93	\$573,004.52	\$1,823,653.79	\$272,449.57	\$165,788.34	\$1,684,032.86	\$1,116,256.31	\$1,463,358.39	\$1,240,008.58	\$340,922.39	\$1,208,201.59	\$1,693,665.87	\$12,655,284.89	8.31%		
	Length	33.307	77.812	23.839	62.207	19.055	28.912	67.401	25.812	29.895	36.513	13.327	25.685	21.600	\$465,365.00			
CD #5	Cost	\$376,467.79	\$127,030.04	\$334,221.78	\$416,287.35	\$147,613.52	\$701,983.83	\$588,951.63	\$356,608.76	\$974,941.17	\$2,322,814.77	\$427,640.45	\$1,343,830.65	\$909,662.13	\$9,028,053.87	5.93%		
	Length	45.976	20.666	28.595	27.936	8.940	21.650	53.131	21.221	38.090	58.995	18.274	35.112	21.141	\$399,727.00			
CD #6	Cost	\$457,266.47	\$2,115,235.61	\$1,412,810.16	\$425,130.71	\$223,983.99	\$263,617.40	\$1,035,626.34	\$1,508,579.06	\$223,745.44	\$1,201,841.16	\$385,850.14	\$3,792,226.70	\$929,539.39	\$13,975,452.57	9.17%		
	Length	76.664	69.338	52.667	40.018	33.090	18.785	68.647	62.778	12.763	26.591	37.312	73.613	22.585	\$594,851.00			
CD #7	Cost	\$1,557,894.99	\$1,899,937.64	\$495,749.38	\$656,380.44	\$29,065.97	\$857,854.30	\$997,054.93	\$1,217,218.64	\$2,692,549.18	\$2,223,772.02	\$1,561,815.66	\$1,312,196.96	\$1,864,989.40	\$17,366,479.51	11.40%	4 Districts out of 14	
	Length	40.833	43.499	18.174	43.193	7.327	20.021	36.741	35.022	63.432	58.759	44.753	33.470	44.721	\$489,945.00	28.57%		
CD #8	Cost	\$973,803.14	\$873,804.53	\$271,838.13	\$829,248.85	\$82,815.61	\$305,802.27	\$461,314.51	\$949,048.27	\$887,818.00	\$858,187.73	\$2,252,193.85	\$4,054,255.11	\$4,089,261.26	\$16,889,391.26	11.09%	Percentage Spent in 4 districts	
	Length	23.156	26.472	15.513	30.381	6.202	15.852	23.366	42.568	31.407	33.063	66.368	127.018	57.192	\$498,558.00			
CD #9	Cost	\$1,583,998.51	\$1,022,696.74	\$1,216,027.15	\$930,996.64	\$52,631.59	\$70,425.58	\$1,828,031.53	\$1,698,732.29	\$931,316.14	\$980,453.53	\$394,229.70	\$1,183,149.07	\$2,000,834.89	\$13,893,523.36	9.12%	41.22%	
	Length	66.387	34.612	48.226	68.386	5.035	9.758	59.967	43.984	22.984	22.069	12.466	22.371	37.822	\$459,067.00			
CD #10	Cost	\$403,105.40	\$309,741.88	\$1,001,208.21	\$540,172.42	\$58,434.96	\$1,394,608.70	\$518,696.26	\$1,290,171.19	\$1,044,825.93	\$653,287.70	\$2,084,633.50	\$2,539,539.06	\$2,795,252.49	\$14,633,677.70	9.61%		
	Length	12.163	13.578	58.797	29.725	11.819	43.917	16.282	47.922	40.563	50.771	67.544	44.711	66.740	\$504,532.00			
CD #11	Cost	\$642,760.66	\$275,381.25	\$351,670.71	\$351,004.18	\$1,164,390.53	\$869,360.97	\$123,661.81	\$493,421.52	\$10,553.40	\$102,170.20	\$1,971,301.58	\$1,014,534.13	\$1,661,427.54	\$9,051,638.48	5.94%		
	Length	32.469	19.016	13.183	18.133	40.393	25.454	4.542	24.373	4.205	2.607	23.435	37.025	24.370	\$269,205.00			
CD #12	Cost	\$518,521.45	\$492,410.66	\$1,296,227.20	\$1,123,429.39	\$506,899.62	\$154,853.14	\$543,307.01	\$224,773.54	\$590,462.46	\$83,997.59	\$1,884,699.39	\$927,171.02	\$3,741,037.16	\$12,087,789.63	7.94%		
	Length	44.256	50.614	66.948	60.823	17.725	22.993	41.195	18.598	11.015	6.975	81.488	46.816	64.893	\$534,339.00			
CD #13	Cost	\$336,400.70	\$22,232.16	\$448,470.60	\$0.00	\$160,631.97	\$0.00	\$130,864.83	\$0.00	\$162,828.50	\$0.00	\$46,045.42	\$0.00	\$34,684.34	\$1,362,158.52	0.89%		
	Length	7.863	1.005	12.854	0	4.360	0	3.723	0	5.301	0	1.710	0	1.760	\$38,376.00			
CD #14	Cost	\$560,422.55	\$311,136.11	\$1,127,223.97	\$1,001,856.94	\$489,209.21	\$362,076.39	\$1,506,127.61	\$1,532,635.69	\$1,011,397.84	\$1,646,171.26	\$167,295.45	\$2,796,327.50	\$1,085,627.33	\$13,597,507.85	8.93%		
	Length	42.914	20.927	35.536	34.765	20.902	21.706	53.442	59.403	21.351	50.554	9.367	45.985	37.747	\$454,599.00			
Totals	Cost	\$9,493,130.51	\$8,706,532.99	\$9,366,431.71	\$8,442,036.49	\$3,422,232.01	\$8,141,291.75	\$10,979,347.29	\$12,472,075.87	\$11,452,408.72	\$11,842,658.98	\$12,323,878.18	\$21,757,252.74	\$23,927,482.76	\$152,326,760.00	100.00%		
	Length	486.073	446.792	419.983	470.078	187.639	356.462	495.833	468.937	334.556	376.926	412.252	582.371	481.583	5,519,485			

# Drainage Repairs



<u>Contract Repair Work</u>					
Storm Sewer Replace (DSR) 10/1/2019 - Present		Cave In Repair(DSR) 10/1/2019 - Present		Sidewalk Repair 10/1/2019 - Present	
CD	Completed	CD	Completed	CD	Completed
7	13	7	108	7	184
8	21	8	53	8	89
9	18	9	49	9	82
10	27	10	49	10	95
Sub-Total	79	Sub-Total	259	Sub-Total	450
COJ Total	169	COJ Total	627	COJ Total	964
7 - 10	46.75%	7 - 10	41.31%	7 - 10	46.68%
4 of 14	28.57%	4 of 14	28.57%	4 of 14	28.57%
<u>In House Repair Work</u>					
Drainage Repairs 10/1/2019 - Present		Cave In Repairs 10/1/2019 - Present		Sidewalk Repair 10/1/2019 - Present	
CD	Completed	CD	Completed	CD	Completed
7	275	7	159	7	176
8	269	8	166	8	107
9	186	9	150	9	77
10	237	10	181	10	86
Sub-Total	967	Sub-Total	656	Sub-Total	446
COJ Total	2004	COJ Total	2047	COJ Total	1426
7 - 10	48.25%	7 - 10	32.05%	7 - 10	31.28%
4 of 14	28.57%	4 of 14	28.57%	4 of 14	28.57%



# Increased Productivity



- Add CIP and/or Operational dollars to further augment COJ workforce with contractors and contract labor
- Embrace Changing Technology - Ecopia
- Review work hours to determine if 10 hours days are more appropriate for some job functions
- Work from where you work best (JEA style)
- Report directly to project sites, instead of an office
- Utilize more part time labor to augment labor force
- Think outside of the box and don't do things just because that is the way they have been done - Outfall maintenance (COVID)

# Community Input



- Mayors Office
  - City Council
  - 630-City
  - Phone Calls
  - Email
  - Community Meetings
  - Social Media
- 
- This input can lead to new projects, make proposed projects better and result in a completed project being warmly received after completion.



# Project Performance and Timeliness



- When projects are bid there is an expectation the winning bidder will construct the project in a professional manner and complete the project within the number of days allotted for the project.
- Performance and Timeliness are tied together. Poor performance will result in a project not being completed in a timely manner.
- Ombudsman Office to address performance
- Liquidated Damages to address timeliness

# Wish List



- Mayor has presented a fantastic budget and it will allow us to provide services to the City and complete the projects on the CIP.
- If a few things could be tweaked:
  - More manpower allows for more work to be completed.
  - Increased salary base for personnel to make COJ more attractive in the marketplace
  - A few more pieces of equipment could be funded to replace aging equipment and have spares



**MyJax is your connection to city services and information. Submit a request for city service, check the status of your request or find answers to city-related questions online anytime at [myjax.custhelp.com](http://myjax.custhelp.com) or call the customer service center at 904-630-CITY (2489).**

**THANK YOU!**



# **Department of Public Works**

**Steven D. Long, Jr., P.E.**

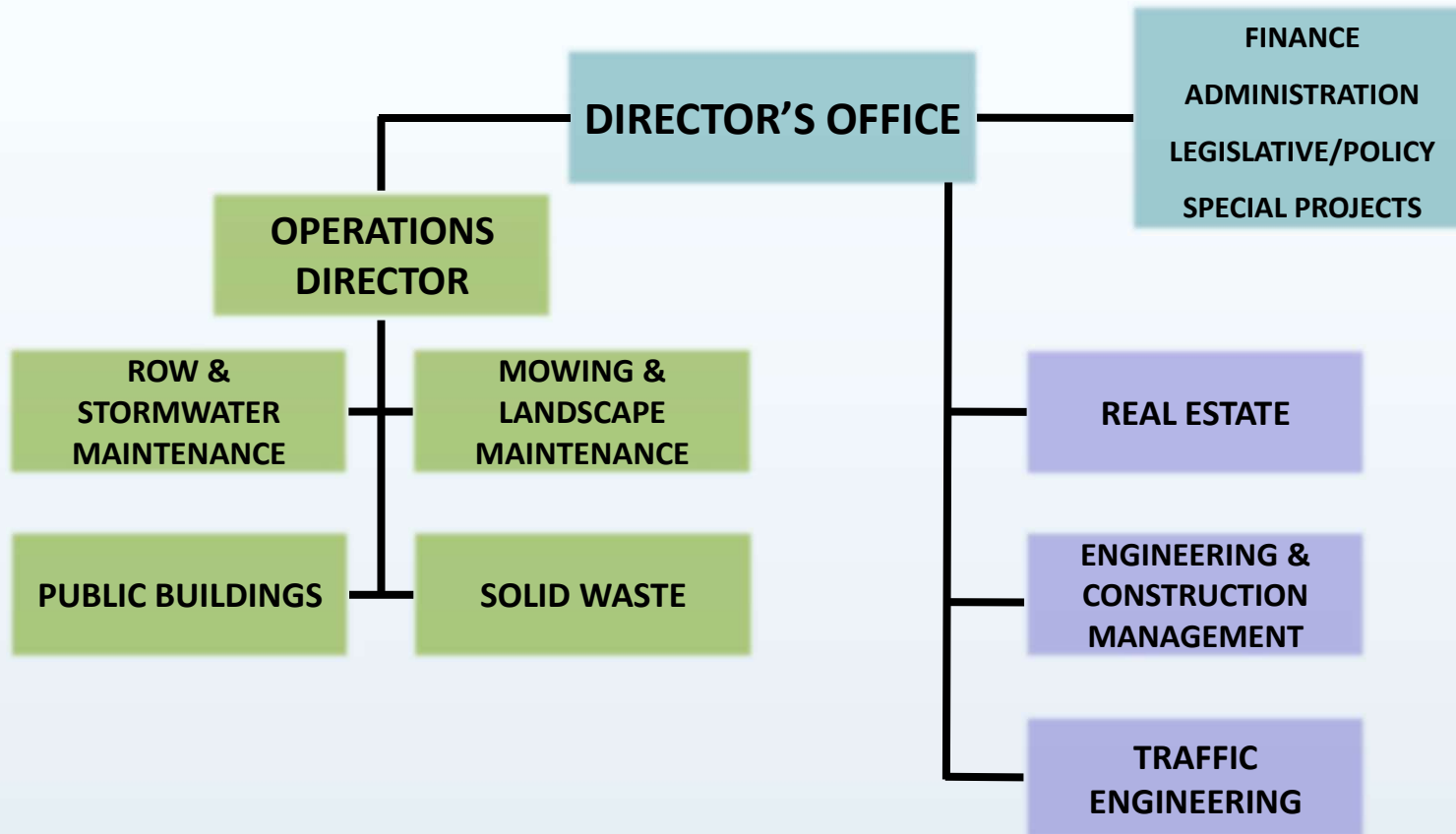
**Director**

**July 19, 2023**

# ORGANIZATIONAL STRUCTURE



The Department of Public Works is the primary caretaker of all city-owned properties and infrastructure. It consists of the Director's Office and seven divisions:





## OUR MISSION



***TO MAINTAIN AND ENHANCE OUR  
CITY'S INFRASTRUCTURE WITH  
DEPENDABLE, PROFESSIONAL, AND WILLING  
EMPLOYEES WHO ARE  
COMMITTED TO EXCELLENCE IN  
CUSTOMER SERVICE AND SATISFACTION***



# PUBLIC WORKS - BY THE NUMBERS



- 524 employees
- 840 square miles
- 3,804 miles of roads (*Roadway from Jacksonville to California and halfway back!*)
- 1,187 miles of outfalls/ditches
- 72,671 stormwater structures
- 3M Solid Waste Pick Ups/Month
- 1,484 miles of stormwater pipe
- 262 retention ponds
- 10 stormwater pump stations
- Six cemeteries
- 7,384+ acres of mowing
- 800 public buildings/structures
- 1,202 traffic signals

# Project Prioritization



- Number 1 Priority is to fulfill the Mayor's Priorities!
- Projects are Prioritized Using a Scoring Process
- All Projects are Presented to the CIP Evaluation Committee for Review and Ranking for Inclusion into the CIP
- Safety comes first and will result in a project being moved up in importance.

# CIP Overview



- CIP Process is very collaborative throughout the course of a year. Projects are brought to PW in a variety of methods and manners.
- Mayor
- Council
- Clients - JFRD, JSO, Parks, Libraries, Others...
- Residents
- PW Investigations and Observations
- Developers
- Others

# CIP Overview



- Many projects are placed in the CIP that aren't from PW.
- Funding is typically provided in the Beyond 5<sup>th</sup> Year. Then with each successive budget, if approved by the Mayor and then the council, the project is moved up one year.
- When the funding arrives in the current year, the project is started.
- Many projects are re-occurring projects year after year, Resurfacing, Sidewalk Repair, Traffic Signal Maintenance, Pavement Markings, Public Buildings Roofing, Underdrain Replacement, Outfall Maintenance, Drainage System Rehab, etc... With these, funding is provided year over year to continue to perform required maintenance on City Infrastructure.

# JSEB Procurement and Reporting



- At the start of the bidding project, the JSEB Office assigns the JSEB requirement for a project. That requirement can make a project a “Set-A-Side” project, a “Participation Percentage” project or an “Encouragement Project”.
- Set Aside - 100 JSEB
- Participation Percentage - Determined by JSEB
- Encouragement - No JSEB requirement, but JSEBs usage is still encouraged
- Typically, the more specialized a project the lower the JSEB participation.



# JSEB Procurement and Reporting



- PW works in conjunction with Procurement then advertises and receives bids. PW does a review of the bid and upon determining the lowest responsive and qualified bid, the bid is then reviewed by the JSEB office to ensure it meets the JSEB requirement. If determined to meet JSEB, the project is awarded, moves through the process and into construction.
- Once in construction, each invoice includes JSEB Form 3 information for payment. As the invoices are processed, each contractor and sub-contractor is entered into the system to indicate how much they are being paid. The JSEB office then uses this information to run their program and provide their reporting on the JSEB program.

# Current Issues in NW Jacksonville



- Septic Tanks (being addressed by STPO based on matrix priority) - Biltmore, Beverly Hills, Cristobel, Riverview...
- Drainage Systems - Aging infrastructure being repaired and replaced - Eastside Drainage Project
- Sidewalks - Sibbald Road, Belvedere Ave, Plummer Grant, Trout River Blvd, ...
- Outfall Ditches - Major Outfall Ditch Cleaning and Clearing
- Roadway Issues - Duval Road Widening, Resurfacing, Moncrief and 20<sup>th</sup> Reconstruction, Potholes, Cave Ins, etc..
- Solid Waste - Garbage, Recycling, Yard Waste
- Mowing and Landscaping - Increased funding in Mayors Budget

# CIP Projects



- FY 20 - Completed
- ADA Curb Ramps 32218 and 32209
- Lower Eastside Drainage Improvements
- Ribault River Channel Markers
- Sophist Circle Underdrain Replacement
- Trout River Floating Docks
- Wallace Small and Riverview Senior Center Renovations

# CIP Projects



- FY 21 - Completed
- 4<sup>th</sup> Ave Sidewalk and Drainage Improvement
- ADA Curb Ramps - 32206
- Bassanova Court Underdrain Replacement
- Braddock Road Sidewalk Improvement
- JP Small Museum Renovation
- Marsh Hen Roadway Improvement
- Moncrief Community Center
- Norfolk Blvd Intersection Improvement
- Sibbald Ave Sidewalk Improvement
- Sophist Circle Underdrain Replacement, Phase II

# CIP Projects



- FY 22 - Completed
- ADA Curb Ramp - Phase V
- Bert Maxwell Park Dredging
- Clyde Drive Sidewalks
- McCoy's Creek Blvd Closure
- Sycamore Street Sidewalk Improvements



# CIP Projects



- FY 23 - Completed
- 67<sup>th</sup> Street Drainage Improvements
- Biscayne Blvd Sidewalk Improvements
- Broward Road Improvements, Sites 1 and 2
- Riverview Park Railing Replacement
- Spires Ave Drainage Improvement

# CIP Projects



- FY 23 - Under Construction
- Silver and 7<sup>th</sup> Street Drainage Improvement
- Clanzel Brown Pool Building Repair
- McCoys Creek Restoration
- Myrtle Ave Stormwater Pump Station
- Springrove Street Drainage Improvements
- Cole Road Sidewalk

# CIP Projects



- Moving to Construction
- Clanzel Brown Park Basketball Court Cover - 2023
- Duval / Armsdale Intersection Improvement - 2023
- Main Street Traffic Calming - 2023
- McCoys Creek Bridge Replacements (King and Stockton) - 2023
- McCoys Creek Outfall - 2023
- Medical Examiner's Office - 2023
- Soutel Drive at New Kings Road Intersection Improvements - 2023
- Historic Cemetery Entrance Improvement - 2024
- Old Kings Road Drainage Improvements - 2024
- Riverview Park Construction - 2024

# CIP Projects



- Active Projects Under Design to be Constructed Upon Completion
- Armsdale Road Sidewalk and Roadway Improvements
- Broward Road Widening (BJP)
- Duval Road Widening
- Duval Road Sidewalk
- Harts Road Bridge
- Ranch road Sidewalk
- Ribault Scenic Drive Drainage Improvement
- Brentwood Library / Pre-School, Phase I
- Davell Road Drainage Improvement
- Irving Scott Drainage Improvement

# CIP Projects



- FY 24 - Projects in CIP
- Broward Road Improvements, Site #3
- Sibbald Road Sidewalk Extension
- Septic Tank Phase Out
- Jax Ash site Pollution Remediation
- Bradham Brooks Library Improvements
- Highlnds Library Roof Replacement



# Small Sidewalk Construction



Overall Sidewalk Data for FY 12 - FY 23

		FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	Total	Percentage of Program	
CD #1	Cost	\$8,242.80	\$106,745.00	\$166,535.50	\$0.00	\$0.00	\$68,112.00	\$177,127.00	\$0.00	\$21,414.00	\$16,397.00	\$0.00	\$0.00	\$564,573.30	8.93%	
	Length	82	1,452	1,975	0	0	2,024	4,140	0	586	490	0	0	10,749		
CD #2	Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,350.00	\$27,057.00	\$113,439.00	\$14,897.00	\$0.00	\$0.00	\$0.00	\$196,743.00	3.11%	
	Length	0	0	0	0	0	1,230	880	2,674	425	0	0	0	5,209		
CD #3	Cost	\$0.00	\$0.00	\$49,665.00	\$0.00	\$0.00	\$17,996.00	\$4,160.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$71,821.00	1.14%	
	Length	0	0	600	0	0	250	140	0	0	0	0	0	990		
CD #4	Cost	\$0.00	\$252,083.00	\$0.00	\$0.00	\$97,067.00	\$82,458.60	\$77,911.00	\$100,812.00	\$0.00	\$66,682.00	\$9,780.00	\$0.00	\$686,793.60	10.86%	
	Length	0	2,396	0	0	2,227	2,031	1,895	2,635	0	1,170	215	0	12,569		
CD #5	Cost	\$44,584.36	\$0.00	\$0.00	\$0.00	\$39,659.00	\$30,305.00	\$58,471.00	\$0.00	\$0.00	\$7,920.00	\$4,228.00	\$0.00	\$185,167.36	2.93%	
	Length	965	0	0	0	750	190	1,920	0	0	225	120	0	4,170		
CD #6	Cost	\$0.00	\$78,795.00	\$0.00	\$55,628.50	\$28,611.00	\$70,085.00	\$36,673.29	\$16,980.00	\$24,390.00	\$10,490.00	\$5,206.00	\$9,048.00	\$335,906.79	5.31%	
	Length	0	1,310	0	900	0	1,825	900	246	433	245	240	290	6,389		
CD #7	Cost	\$82,929.03	\$0.00	\$106,753.50	\$0.00	\$16,972.00	\$0.00	\$136,202.00	\$122,512.00	\$2,256.00	\$71,324.00	\$190,867.24	\$0.00	\$729,815.77	11.54%	4 Districts out of 14
	Length	2,610	0	1,505	0	370	0	3,920	2,684	53	2,072	2,600	0	15,814	28.57%	
CD #8	Cost	\$0.00	\$0.00	\$0.00	\$71,055.00	\$32,704.00	\$0.00	\$134,305.00	\$0.00	\$0.00	\$45,648.00	\$13,533.00	\$0.00	\$297,245.00	4.70%	Percentage Spent in 4 districts
	Length	0	0	0	1,907	1,130	0	3,935	0	0	1,316	310	0	8,598	46.76%	
CD #9	Cost	\$66,185.82	\$27,641.00	\$145,147.42	\$0.00	\$68,065.00	\$102,348.00	\$129,406.50	\$16,585.00	\$0.00	\$31,586.00	\$59,196.00	\$0.00	\$646,160.74	10.22%	
	Length	2,500	600	2,006	0	2,645	3,430	4,370	652	0	730	1,614	0	18,547		
CD #10	Cost	\$324,591.90	\$254,784.30	\$188,117.00	\$0.00	\$112,232.50	\$200,686.00	\$149,396.00	\$37,947.00	\$0.00	\$16,065.00	\$0.00	\$0.00	\$1,283,819.70	20.30%	
	Length	7,048	4,830	3,990	0	3,190	6,655	5,820	1,020	0	185	0	0	32,738		
CD #11	Cost	\$242,709.79	\$0.00	\$0.00	\$29,528.43	\$29,182.00	\$12,424.00	\$23,738.20	\$41,090.00	\$12,560.00	\$140,732.00	\$24,318.00	\$0.00	\$556,282.42	8.80%	
	Length	4,200	0	0	606	581	246	750	1,130	502	3,330	730	0	12,075		
CD #12	Cost	\$10,893.47	\$215,794.36	\$2,003.12	\$0.00	\$14,884.00	\$8,561.00	\$0.00	\$0.00	\$43,030.00	\$0.00	\$3,938.00	\$0.00	\$299,103.95	4.73%	
	Length	0	4,886	33	0	200	300	0	0	1,071	0	126	0	6,616		
CD #13	Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,940.00	\$0.00	\$3,940.00	0.06%	
	Length	0	0	0	0	0	0	0	0	0	0	70	0	70		
CD #14	Cost	\$59,866.52	\$0.00	\$0.00	\$0.00	\$142,782.00	\$43,270.00	\$74,101.00	\$2,318.00	\$1,415.00	\$12,938.00	\$31,015.00	\$97,890.00	\$465,595.52	7.36%	
	Length	1,205	0	0	0	1,667	1,865	2,405	35	25	325	760	1,900	10,187		
Totals	Cost	\$840,003.69	\$935,842.66	\$658,221.54	\$156,211.93	\$582,158.50	\$677,595.60	\$1,028,547.99	\$451,683.00	\$119,962.00	\$419,782.00	\$346,021.24	\$106,938.00	\$6,322,968.15	100.00%	
	Length	18,610	15,474	10,109	3,413	12,760	20,046	31,075	11,076	3,095	10,088	6,785	2,190	144,721		

# Pavement Management



Overall Pavement Management Program Data for FY 11 - FY 23																		
		FY 10-11	FY 11-12	FY 12-13	FY13- 14	FY 14-15	FY15-16	FY16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	Total	Percentage of Program		
CD #1	Cost	\$1,014,600.60	\$289,626.83	\$37,078.37	\$88,333.41	\$62,663.79	\$473,634.16	\$333,757.77	\$1,415,267.67	\$638,094.18	\$271,250.53	\$615,468.57	\$284,610.39	\$1,760,049.59	\$7,284,635.86	4.78%		
	Length	43.806	15.567	11.543	31.137	4.321	23.752	11.020	55.881	22.955	18.142	18.748	22.906	13.935	\$293,713.00			
CD #2	Cost	\$209,364.02	\$367,987.16	\$147,773.63	\$162,601.17	\$121,101.66	\$2,505,546.55	\$502,709.76	\$665,382.03	\$774,226.99	\$258,703.91	\$191,782.08	\$1,081,385.50	\$779,855.02	\$7,768,419.48	5.10%		
	Length	8.158	43.061	8.730	11.671	7.085	97.607	36.038	29.990	19.900	11.887	17.460	34.409	56.801	\$382,797.00			
CD #3	Cost	\$309,778.48	\$73,915.45	\$653,127.90	\$92,941.20	\$30,340.02	\$15,740.12	\$725,210.44	\$3,980.90	\$26,291.10	\$0.00	\$0.00	\$219,825.06	\$581,596.35	\$2,732,747.02	1.79%		
	Length	8.121	10.625	25.578	11.703	1.385	6.055	20.338	1.385	5.695	0	0	33.250	10.276	\$134,411.00			
CD #4	Cost	\$548,745.75	\$625,196.93	\$573,004.52	\$1,823,653.79	\$272,449.57	\$165,788.34	\$1,684,032.86	\$1,116,256.31	\$1,463,358.39	\$1,240,008.58	\$340,922.39	\$1,208,201.59	\$1,693,665.87	\$12,655,284.89	8.31%		
	Length	33.307	77.812	23.839	62.207	19.055	28.912	67.401	25.812	29.895	36.513	13.327	25.685	21.600	\$465,365.00			
CD #5	Cost	\$376,467.79	\$127,030.04	\$334,221.78	\$416,287.35	\$147,613.52	\$701,983.83	\$588,951.63	\$356,608.76	\$974,941.17	\$2,322,814.77	\$427,640.45	\$1,343,830.65	\$909,662.13	\$9,028,053.87	5.93%		
	Length	45.976	20.666	28.595	27.936	8.940	21.650	53.131	21.221	38.090	58.995	18.274	35.112	21.141	\$399,727.00			
CD #6	Cost	\$457,266.47	\$2,115,235.61	\$1,412,810.16	\$425,130.71	\$223,983.99	\$263,617.40	\$1,035,626.34	\$1,508,579.06	\$223,745.44	\$1,201,841.16	\$385,850.14	\$3,792,226.70	\$929,539.39	\$13,975,452.57	9.17%		
	Length	76.664	69.338	52.667	40.018	33.090	18.785	68.647	62.778	12.763	26.591	37.312	73.613	22.585	\$594,851.00			
CD #7	Cost	\$1,557,894.99	\$1,899,937.64	\$495,749.38	\$656,380.44	\$29,065.97	\$857,854.30	\$997,054.93	\$1,217,218.64	\$2,692,549.18	\$2,223,772.02	\$1,561,815.66	\$1,312,196.96	\$1,864,989.40	\$17,366,479.51	11.40%	4 Districts out of 14	
	Length	40.833	43.499	18.174	43.193	7.327	20.021	36.741	35.022	63.432	58.759	44.753	33.470	44.721	\$489,945.00	28.57%		
CD #8	Cost	\$973,903.14	\$873,604.53	\$271,838.13	\$829,248.85	\$62,815.61	\$305,802.27	\$461,314.51	\$949,048.27	\$887,816.00	\$858,187.73	\$2,252,193.85	\$4,054,255.11	\$4,089,261.26	\$16,889,391.26	11.09%	Percentage Spent in 4 districts	
	Length	23.156	26.472	15.513	30.381	6.202	15.852	23.366	42.568	31.407	33.063	66.368	127.018	57.192	\$498,558.00	41.22%		
CD #9	Cost	\$1,583,998.51	\$1,022,696.74	\$1,216,027.15	\$930,996.64	\$52,631.59	\$70,425.58	\$1,828,031.53	\$1,698,732.29	\$931,316.14	\$980,453.53	\$394,229.70	\$1,183,149.07	\$2,000,834.89	\$13,893,523.36	9.12%		
	Length	66.387	34.612	48.226	68.386	5.035	9.758	59.967	43.984	27.984	22.069	12.466	22.371	37.822	\$459,067.00			
CD #10	Cost	\$403,105.40	\$309,741.88	\$1,001,208.21	\$540,172.42	\$58,434.96	\$1,394,608.70	\$518,696.26	\$1,290,171.19	\$1,044,825.93	\$653,287.70	\$2,084,633.50	\$2,539,539.06	\$2,795,252.49	\$14,633,677.70	9.61%		
	Length	12.163	13.578	58.797	29.725	11.819	43.917	16.282	47.922	40.563	50.771	67.544	44.711	66.740	\$504,532.00			
CD #11	Cost	\$642,760.66	\$275,381.25	\$351,670.71	\$351,004.18	\$1,184,390.53	\$869,360.97	\$123,661.81	\$493,421.52	\$10,553.40	\$102,170.20	\$1,971,301.58	\$1,014,534.13	\$1,661,427.54	\$9,051,638.48	5.94%		
	Length	32.469	19.016	13.183	18.133	40.393	25.454	4.542	24.373	4.205	2.607	23.435	37.025	24.370	\$269,205.00			
CD #12	Cost	\$518,521.45	\$492,410.66	\$1,296,227.20	\$1,123,429.39	\$508,899.62	\$154,853.14	\$543,307.01	\$224,773.54	\$590,462.46	\$83,997.59	\$1,884,699.39	\$927,171.02	\$3,741,037.16	\$12,087,789.63	7.94%		
	Length	44.256	50.614	66.948	60.823	17.725	22.993	41.195	18.598	11.015	6.975	81.488	46.816	64.893	\$534,339.00			
CD #13	Cost	\$336,400.70	\$22,232.16	\$448,470.60	\$0.00	\$160,631.97	\$0.00	\$130,864.83	\$0.00	\$182,828.50	\$0.00	\$46,045.42	\$0.00	\$34,684.34	\$1,362,158.52	0.89%		
	Length	7.863	1.005	12.654	0	4.360	0	3.723	0	5.301	0	1.710	0	1.760	\$38,376.00			
CD #14	Cost	\$560,422.55	\$311,136.11	\$1,127,223.97	\$1,001,856.94	\$489,209.21	\$362,076.39	\$1,506,127.61	\$1,532,635.69	\$1,011,397.84	\$1,646,171.26	\$167,295.45	\$2,796,327.50	\$1,085,627.33	\$13,597,507.85	8.93%		
	Length	42.914	20.927	35.536	34.765	20.902	21.706	53.442	59.403	21.351	50.554	9.367	45.985	37.747	\$454,599.00			
Totals	Cost	\$9,493,130.51	\$8,706,532.99	\$9,366,431.71	\$8,442,036.49	\$3,422,232.01	\$8,141,291.75	\$10,979,347.29	\$12,472,075.87	\$11,452,408.72	\$11,842,658.98	\$12,323,878.18	\$21,757,252.74	\$23,927,482.76	\$152,326,760.00	100.00%		
	Length	486.073	446.792	419.983	470.078	187.639	356.462	495.833	468.937	334.556	376.926	412.252	582.371	481.583	5,519,485			



# Drainage Repairs



<u>Contract Repair Work</u>					
Storm Sewer Replace (DSR) 10/1/2019 - Present		Cave In Repair(DSR) 10/1/2019 - Present		Sidewalk Repair 10/1/2019 - Present	
CD	Completed	CD	Completed	CD	Completed
7	13	7	108	7	184
8	21	8	53	8	89
9	18	9	49	9	82
10	27	10	49	10	95
Sub-Total	79	Sub-Total	259	Sub-Total	450
COJ Total	169	COJ Total	627	COJ Total	964
7 - 10	46.75%	7 - 10	41.31%	7 - 10	46.68%
4 of 14	28.57%	4 of 14	28.57%	4 of 14	28.57%
<u>In House Repair Work</u>					
Drainage Repairs 10/1/2019 - Present		Cave In Repairs 10/1/2019 - Present		Sidewalk Repair 10/1/2019 - Present	
CD	Completed	CD	Completed	CD	Completed
7	275	7	159	7	176
8	269	8	166	8	107
9	186	9	150	9	77
10	237	10	181	10	86
Sub-Total	967	Sub-Total	656	Sub-Total	446
COJ Total	2004	COJ Total	2047	COJ Total	1426
7 - 10	48.25%	7 - 10	32.05%	7 - 10	31.28%
4 of 14	28.57%	4 of 14	28.57%	4 of 14	28.57%

# Increased Productivity



- Add CIP and/or Operational dollars to further augment COJ workforce with contractors and contract labor
- Embrace Changing Technology - Ecopia
- Review work hours to determine if 10 hours days are more appropriate for some job functions
- Work from where you work best (JEA style)
- Report directly to project sites, instead of an office
- Utilize more part time labor to augment labor force
- Think outside of the box and don't do things just because that is the way they have been done - Outfall maintenance (COVID)

# Community Input



- Mayors Office
- City Council
- 630-City
- Phone Calls
- Email
- Community Meetings
- Social Media
  
- This input can lead to new projects, make proposed projects better and result in a completed project being warmly received after completion.



# Project Performance and Timeliness



- When projects are bid there is an expectation the winning bidder will construct the project in a professional manner and complete the project within the number of days allotted for the project.
- Performance and Timeliness are tied together. Poor performance will result in a project not being completed in a timely manner.
- Ombudsman Office to address performance
- Liquidated Damages to address timeliness

# Wish List



- Mayor has presented a fantastic budget and it will allow us to provide services to the City and complete the projects on the CIP.
- If a few things could be tweaked:
  - More manpower allows for more work to be completed.
  - Increased salary base for personnel to make COJ more attractive in the marketplace
  - A few more pieces of equipment could be funded to replace aging equipment and have spares



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**THANK YOU!**

# **EXHIBIT C**

## **WATER AND WASTEWATER INFRASTRUCTURE REVIEW 2016**

## CONTENTS

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### Section

- A Report
- B Priority project spreadsheet
- C Priority project maps
- D COJ/JEA Interagency Agreement (March 2016)
- E 2030 Comprehensive Plan - Septic Tank Construction Policies
- F Map of Single Family Septic Tanks Installed from 2010-2015
- G Review of other municipal septic tank programs  
(Excerpts from November 9, 2015 Report on Water and Sewer Expansion)
- H General Process for Property Owner Commitments
- I Sample Access Agreement (Temporary Construction Easement)



**DRAFT 7-15-16**  
**Section A – Report**  
**Water and Wastewater Infrastructure Review 2016**

**Purpose:**

The purpose of this review is to: 1) develop recommendations for prioritization of new water and wastewater infrastructure, 2) address proliferation of septic tanks, and 3) consider mandatory connection methods where central water and wastewater lines are available. The goals of the program as summarized during the work by the City Council Special Committee on the JEA Agreement are to improve the environment, improve quality of life, ensure public health, and promote economic growth by making public water and wastewater service available throughout developed portions of the City.

**Background:**

The City Council Special Committee on the JEA Agreement (Council Special Committee) completed its work on February 9, 2016 and the City Council approved related ordinance 2015-764-E on March 8, 2016. An Interagency Agreement (IA) between the City and JEA was approved by the full Council and signed by the Mayor on March 22, 2016. The IA included, among other provisions, an additional contribution from JEA to the City of \$15 million, to be utilized by the City toward water and wastewater infrastructure expansion needs and matched over 5 years with an additional \$15 million from the City. The IA (Section D) also included a commitment for a working committee to propose policies, procedures, laws and recommendations on water and wastewater infrastructure to the City Council related to deployment of this funding and prioritization of future funding for water and wastewater infrastructure expansion. Themes in the Council Special Committee included future funding, implementation, methods to encourage connection to central systems provided by the City, and reduction in proliferation of septic tanks. In addition, through the IA, JEA agreed to continue additional funding to be used to support environmental credit projects including project outreach, engineering, construction management and certain related wastewater capacity fees, up to the amounts specified in the IA.

**Approach:**

The working group of City and JEA staff, supported by the Duval County Health Department (DCHD), formed a committee to develop recommendations. This committee was further divided into a System Review subcommittee and a Service Availability subcommittee, whose

work was aggregated into the recommendations set forth in these materials. With various members participating in both groups, there was ample coordination between the two subcommittees as the recommendations were being developed.

System Review Subcommittee

- Review for septic tank phase out and central water infrastructure
- Criteria and approach to ranking
- Development of prioritization scoring matrix

Service Availability Subcommittee

- Mandatory connection review
  - Proliferation of septic tanks
  - Review of recommended ordinance changes to achieve goals set forth by the Council
- Special Committee

**Findings:**

**Rate of connection to available infrastructure:**

Part of the charge from the Council Special Committee was a goal to improve connection rates to maximize the number of connections for environmental benefit and justify the City's significant capital investment.

For earlier City funded septic tank phase out projects, property owners generally funded the costs of private side connections. Some grant monies were available through the City's Utility Tap in Program (UTIP) funded by Community Development Block Grant (CDBG) dollars for income-based qualified residents. During the Better Jacksonville Plan (BJP) project, the earlier neighborhoods had higher initial connection rates. In the later projects, connection rates slowed, thought to be attributable to general economic conditions, associated credit tightening and costs of connection.

The following shows a chart of the BJP project connection rates as of 2014:

<b>Better Jacksonville Plan (BJP)</b>	Potential Connections	Actual Connections	% Connected	Project Construction Completed
Pernecia	211	200	95%	2002
Glynlea	495	474	96%	2003-05
Murray Hill B	1130	1056	93%	2004-06
Oakwood	1726	972	56%	2007-09
Scott Mill	367	292	80%	2008
Lake Forest	887	567	64%	2005-09

For the Lincoln Villas project, funded entirely by state and federal grant monies, a high majority of improved properties connected to the system. Water and wastewater infrastructure was installed in two phases and the project funds paid for connection costs for property owners that agreed to give access. For Phase 1, there were 108 total lots of which 45 lots were improved with a home. For Phase 2, there were 120 total lots of which 48 were improved with a home. There were a series of letters, community meetings and door-to-door contact to gain approval from homeowners for the connections on this project.

<b>Lincoln Villas</b>	Potential Connections (Improved Lots)	Actual Connections	% Connected	Project Construction Completed
Lincoln Villas Phase 1	45	42	93%	2012
Lincoln Villas Phase 2	48	47	97%	2014

For the City's **Lateral Only Connection (LOC)** Project, properties were identified that had existing wastewater infrastructure available but had not yet connected to central systems, and connection would result in Basin Management Action Plan (BMAP) credits for the City to help meet its nitrogen reduction goals. As of May 2016, 352 unique addresses received up to two mailings, followed up by phone calls and property visits. Seventy-six additional follow up letters were sent. Agreements for connection have been received from 156 property owners for a current success rate of 44.32%. Thirty four additional signed agreements were received by owner initiated contacts that were not included in the original mailing to owners and are not included in the success rate. This LOC program paid for connections to existing wastewater systems at no cost to the residential property owner. This program will sunset at the end of July 2016.

Only 44% of those offered the program took advantage which tells us that even when the City pays for the connection, there are not always good participation rates. We do not recommend making significant capital investments for expanded infrastructure without some form of mandatory connection and commitment to participate from property owners.

Proliferation of septic tanks

Current land use laws allow for septic tanks to be used on existing lots of record as long as the required minimum distances are established between any adjacent wells and septic tanks. Additionally, septic tanks are approved for lots one acre in size or greater. A summary of the current 2030 Comprehensive Plan Septic Tank Construction Policies is included in Addenda Section C.

Data was collected from 2010 through 2015 of new single family building permits issued. The building permits include the type of wastewater system to be used. Of those permits issued, approximately 6% of the total permits indicated use of septic systems.

**SINGLE FAMILY PERMITS WITH SEPTIC TANKS (2010-2015)**

<b>CALENDER YEAR</b>	<b># of Single Family Building Permits Issued</b>	<b># of Septic Tank Per BID</b>	<b>"Calculated" % of New Single Family Homes w/Septic Tanks</b>
2010	1190	85	7%
2011	855	84	10%
2012	1205	67	6%
2013	1827	93	5%
2014	2047	99	5%
2015	2271	132	6%
Average	1566	93	6%

*Note: 532 Single Family Building permits had been issued for 2016 during 1st quarter 2016 utilizing 21 septic tanks per BID.*

The addresses of the permit data with septic tanks were also plotted graphically. Many of the septic tanks were located in more rural areas – outside the I-295/9A beltway. Several of the new septic tanks were also located within the footprints of septic tank failure neighborhoods that are reviewed by the Health Department and the City annually. That is not surprising since these are the neighborhoods that do not have central infrastructure. A map showing new septic tanks derived from the permit data reported above is included in Addenda Section D.

To implement a ban on any new septic tanks would result in many land owners being penalized and not being able to use their currently existing developable lots of record. Once central wastewater services are in place, there are very limited exceptions where septic tanks can continue to be installed. For these reasons, the working group does not believe proliferation to be a major problem and not one to address at the present time. There will be discussion in the prioritization recommendations to consider benefits from avoiding future proliferation once central services are made available to infill development lots.

To insure proper regulation of new septic tanks, an Administration directive has been issued that requires any development pre-application or other application or development permitting to include either a Water and Sewer Availability Letter from JEA or, if central wastewater is not available, a "Certificate of Eligibility" or septic tank permit from the DCHD.

**Decision Factors/Recommendations:**

Based on the goals outlined by the Council Special Committee, the working group is making four recommendations to address connections to existing systems in order to improve program effectiveness.

1) Remove the connection deferral option

Florida law generally requires connections to central wastewater systems within one year of availability in F.S. 381.00655. The Jacksonville City Council, through legislation for Chapter 751 (2000-119-E), provided an option for deferral of wastewater connections. The deferral option was until an owner sold, conveyed or otherwise transferred a property with an approved deferral or if the owner's septic system failed and the Duval County Health Department required connection by denying a repair permit. In practice, in order to qualify for a deferral, owners had to make application to the Duval County Health Department along with findings from a licensed plumber or septic tank contractor demonstrating a properly functioning septic tank.

In order to maximize the number of connections to wastewater systems and reduce the number of septic tanks in our area, for new systems funded by the City or in voluntary customer driven projects, this committee recommends removing the deferral option that is currently provided in Chapter 751 for customers that elect not to connect, and instead recommends utilizing the state law requirement to govern connections for our community.



Several community models and methods were considered by the committee to address mandatory connection requirements. Much of the community information was reported during the Special Committee process. Excerpt summaries are included in Addenda Section E. Mandatory connections result in a number of associated issues such as enforcement, affordability (ability to pay for connections), fines or penalties, and process-related issues such as accessibility to private property and legal actions, including courts involvement. While not altogether avoidable, the issues may be lessened by the next decision factors presented below. Payment for connections for City initiated and funded projects would lessen the impact to property owners' requirement to connect. Financing connection costs via special assessment on voluntary customer projects may also lessen connection cost hurdles.

## 2) Pay for priority project connections

For neighborhoods and projects identified as highest priority through the scoring matrix developed by the committee, the committee recommends that the City fund the full cost of projects, including costs to connect properties to the systems and associated fees, for up to one year from the date on which notices are sent to homeowners regarding system availability. Homeowners who elect not to connect within the specified timeframe would receive enforcement notices from the City and begin paying the service availability charge recommended below. It is recommended that a cap be established for connection costs paid by the City to be established with the program requirements developed by the City Council. For connection costs that exceed the established caps, owners would be asked to pay for the difference. It is expected this would occur only rarely for properties that had extensive connection or post construction restoration requirements.

For neighborhoods electing a voluntary customer paid wastewater project, the City may consider contributing a portion of the project cost to encourage customer funded projects but it is not recommended that the City fund voluntary project connection costs. Voluntary projects and associated connection costs could be financed through a special assessment option initially funded by JEA. This option will require the City Council to adopt an additional special assessment option for water and wastewater projects.

### 3) Service availability fees

The committee recommends assessment of service availability or “readiness to serve” charge for properties that do not connect to available central wastewater systems. Charges would be billed initially by JEA on a separate billing statement. Proceeds from the charges could be used to seed additional future water and wastewater projects. The charge would be equivalent to JEA’s base monthly charges for wastewater service (\$21.15 for ¾” meter), and would be assessed where infrastructure is available but a connection is not made. The separate billing would allow the funds to be passed through to the City, rather than be considered as a JEA service fee and therefore designated as JEA system revenue, which is restricted for other uses. Applicability would be to all properties that have appropriate central service available for connection.

It is recommended that charges could be implemented in a time phased manner. For new projects, the service availability charge would commence after the allowable 12 months connection period. For existing infrastructure neighborhoods (i.e., BJP projects, LOC program customers that have not connected when offered, or any other area where systems are available), billing could begin one year beyond a notice to customers of the requirement to connect and notice of the charge.

Failure to pay the readiness to serve charge could result in liens or final judgments on properties. Separate billing would also avoid utility services from being disconnected and the associated issues with JEA’s billing system prioritization of regular utility service payments.

### 4) Modification of Selection Criteria

The working group recommends modification of the current selection criteria to reflect the criteria factors discussed in the following section.

#### Project Prioritization and Selection review:

The working group utilized data compiled for the stormwater utility regarding neighborhoods that were on the 2015 Septic Tank Failure Area Ranking list. Chapter 751 specified the criteria to be used to rank septic tank failure areas within the City. The criteria include:

- 1) Number of septic tank system repair permits issued in the area
- 2) Average lot size in the area

- 3) Soil potential in the area
- 4) Seasonal highwater table in the area
- 5) Threat to potable water in the area
- 6) Sanitary conditions in the area
- 7) Proximity of the area to any surface water body
- 8) Potential for flooding the area

The above eight criteria are those used to develop the failure neighborhood list as currently published by the Duval County Health Department in consultation with the City's Environmental Quality Division.

Additional criteria and factors were considered during the current working group review and a modified approach is recommended.

#### Septic Tank Phase-out Prioritization Spreadsheet

##### Overall:

In order to develop a recommended prioritized list of septic tank failure and needs areas within Duval County, excepting municipal districts 1 through 4, a criteria matrix spreadsheet was developed. From an overall standpoint, the spreadsheet incorporates data in two distinct sections. The first contains environmental, health and welfare parameters. Within this section a maximum of 70 points can be earned. The second section contains community consideration parameters, wherein a maximum of 30 points can be earned. Cost of a project does not factor into the prioritization. The priority project spreadsheet is included in Section B.

##### Environmental, Health & Welfare:

Areas to be considered for inclusion on the spreadsheet were taken from the 2015 Septic Tank Failure Area Ranking produced by the Florida Department of Health in Duval County (DCHD) and presented to the City of Jacksonville Regulatory Compliance Department via memorandum dated June 11, 2015. The updated DCHD list was provided in accordance with the guidelines described in Jacksonville Ordinance 751.106 and 751.107. The DCHD list identified thirty-seven (37) areas, which received scores ranging from 30.87 to 58.26, with the higher scores denoting areas of greater concern. The DCHD scores were determined by the eight criteria described above. The DCHD scores were imported directly into the spreadsheet and became the first column of data.

Within the Environmental, Health & Welfare section, other data that was scored included Impaired Tributary Exceedance Factor and the percent of lots within the 150 meter buffer area.

The Impaired Tributary Exceedance Factor is a measure of the percentage of samples exceeding State standards over a seven and one-half year period, and was supplied by the City of Jacksonville Environmental Quality Division. The percent of lots within the 150 meter buffer was felt to be important because these lots have the highest probability, if failing, to negatively impact receiving water bodies. The total Environmental, Health & Welfare score is the sum of the DCHD score, plus the Impaired Tributary Exceedance Factor, plus the percentage of lots within the 150 meter buffer factor.

#### Community Considerations:

This second section of the spreadsheet was created to consider quality-of-life (non-environmental) factors. The first column reflects whether the area was developed prior to 1968 (the year in which the City of Jacksonville was consolidated). Ten points were awarded only for areas developed prior to 1968. Date of development was taken from plats, or age of infrastructure information.

The second column addresses home value. Areas with median home values less than \$50,000 received five points, while those with median home values over \$250,000 received zero points. It is the intent to recognize home value with a progressive 5 to 0 point structure over the \$50,000 to \$250,000 value range, giving the highest points to the most economically challenged areas. The values used were taken from the Property Appraiser's data base of fair market value before any homestead or exemption deductions and before Save Our Homes accumulations were deducted.

The third column considers the presence or absence of an existing water distribution system in the area. Again, a sliding scale is used, awarding 5 points for areas with no existing water distribution system, 4 points for areas with only 20% water distribution coverage, 3 points for areas with 40% water distribution coverage, down to zero points for areas with 100% existing water distribution coverage. The assessment of existing central water distribution was taken from JEA's databases. Maximum points were awarded to areas with no existing water distribution because of greater potential to affect quality of life.

The fourth scored Community Considerations element is Elimination of Future Proliferation. This column is a factor that considers the percent of undeveloped lots within the area of concern. Undeveloped lots in areas not served by a central waste water collection system will require the construction of new septic tanks; hence future proliferation of septic tanks. Once a new central system is installed, new homes in existing neighborhoods can connect to a central system instead of constructing additional new septic tanks. Again, this column uses a sliding scale of 0 to 5 points. The percentage of undeveloped lots was estimated comparing Property Appraiser information of single family homes and vacant parcels.

The last scored Community Considerations element is ‘Offsite Economic Development Opportunities’. This 0 to 5 point column is included to recognize potential secondary economic development benefits that may result from the offsite infrastructure construction necessary to connect an area of concern to JEA’s system. For example, the nearest point of connection to JEA’s waste water system may be 2000 feet outside an area of concern. There may be vacant land, or under-developed land along that 2000 foot route. These parcels may have direct frontage or indirect proximity to the new offsite gravity or force main, and therefore would have a possible point of connection to JEA’s wastewater system, thereby increasing the likelihood of additional development with access to central systems.

The total Community Concerns score is the sum of the Development Prior to 1968 score, the Median Home Value score, the Water score, the Elimination of Future Proliferation score, and the Offsite Economic Development Opportunity score.

Overall Score:

The Overall Score is simply the sum of the Environmental, Health & Welfare Score and the Community Considerations Score. The spreadsheet has been formatted with the highest scoring area of concern at the top. A group of high-scoring areas of concern has been identified as “Top Tier”. These are regarded as the highest areas of concern for septic tank phase-out.

The overall score would include revised criteria as described above.

<b>Environmental, Health &amp; Welfare (maximum 70 points)</b>	
DCHD Annual Score	Maximum 60 points
Factor for Lots within 150 Meter Buffer	Maximum 5 points
Impaired Tributary Exceedance Factor	Maximum 5 points
<b>Community Considerations (maximum 30 points)</b>	
Development prior to 1968	Maximum 10 points
Median home value	Maximum 5 points
Water infrastructure lacking	Maximum 5 points
Elimination of future proliferation	Maximum 5 points
Offsite economic development opportunities	Maximum 5 points

Cost Information:

To the right of the “Overall Total Score”, cost information is provided for wastewater as well as water construction. These costs should be regarded as very preliminary, and are not based on topographic survey, soils data, or final construction drawings. The costs include restoring the



roadway and drainage to pre-construction condition. The costs are inclusive of project management, design and construction engineering inspection (CEI) expenses.

Other Factors for Project Approval - % participation:

Using the neighborhoods identified in the scoring matrix, it is recommended that no project commence until at least 70% of the properties that would benefit from the water or wastewater project sign letters and access agreements (temporary construction easements) for making connections to the system on private property. Since all priority project costs, including paying for connections, are recommended to be funded by the City, the intent is to get prior agreement and approval from the property owners for connections before any work begins, including major planning, design and construction. Preliminary project work will be necessary to identify the properties and owners of record within a neighborhood to develop the notice process. The agreements may include water and wastewater agreements where both central services are contemplated and water or wastewater access agreements where only one utility service is being proposed.

The working group recommends achieving 70% participation approval within six (6) months of official notification for project interest. If 70% participation is not attainable for a particular neighborhood priority project within the designated timeframe, that neighborhood would only be reconsidered for a project after five (5) years, regardless of position on the annual priority project list. The program would then move to the next priority project list neighborhood for consideration.

Funding Allocation Approaches:

The working group considered different approaches to funding allocation. One option is for the current funding pool to be utilized based on the priority project list and any project participation condition requirement (like a required number of property owner commitments before project commencement). Another option is to divide the funding pool into segments for wastewater construction based on priority ranking, additional water construction, and connection only monies for both utility types. It is recommended the majority of the funding be allocated to 1) new project construction that may include wastewater only or wastewater with water where neither central system is available and 2) water only projects where water lines are critical for water quality/health concerns.

**Summary:**

The working group recommendations were focused on the Council Special Committee's goals for environment, public health, and economic growth. The recommendations include suggested changes to Chapter 751, payment of full project costs including customer side connection fees for City funded priority projects, and implementation of a readiness to serve charge for properties that elect not to connect to central systems.

