

**The Better Jacksonville Plan
Financial and Project Administration Committee
Organizational Meeting
Draft Meeting Minutes
December 21, 2001**

IN ADDENDANCE:

JTA:

Marci Larson
Roger Sharp
Steve Arrington
Mark Moore
Helen Khert
Michael Blaylock

JEA:

Walt Bussells
Ed Dendor

FAC/PAC

Charles Spencer
Bob Johnson
Wendell Homes
Dan Edelman
Cindy Stover

CITY:

Sam Mousa
Joe Miller
Shari Shuman
Jim Meyer
Joel Reitzer
Lisa Rowe Baer
Cal Ray
Maria Williams
Ann Brackin
Alice Jones
Ed Doughty
Doug Layton
Chris Boruch
Rex Holmlin
Taye Brown
Wayne Boy

Councilmember Alberta Hipps

EXCUSED:

George Robbins

- I. Welcome and Opening Remarks – Walt Bussells and Joe Miller
Walt Bussell and Joe Miller welcomed everyone and called the meeting to order.
Confirmed
- II. Approval of Previous Meeting Minutes
Motion was made and seconded to approve previous meeting minutes. Minutes stand as reported.
- III. Financial Administration Status
COJ – Shari Shuman
Transportation Program
Infrastructure Program
Minority Participation Bonding Program Update

- **Transportation**
Reports show the total percentage of MBE for underwriting – 9.62%, underwriter’s council – 11.5%, financial advisor – 0% and bond counsel – 0%.
- **Infrastructure**
Reports show the total percentage of MBE for underwriting – 12.09%, underwriter’s counsel – 11.50%, financial advisor – 0% and bond counsel – 0%.

Joe Miller: I would like to note that the last 90 days have been very eventful for us. We’ve had a number of groundbreaking, we’ve had another contract, uh, items that have been put in place, negotiated, et cetera. And it’s been an eventful period. The tempo at least on the part I’m responsible for has been increasing not decreasing which we’ve been pleased with in the last 90 days. With that I’m going have Alice give the presentation on Jax TRACS.

Alice Jones: Oh, while it’s coming up, good morning. Um, many of you haven’t heard about the competition we have going on in the project management group but the guys are always bickering about who’s got the most exciting project. You should hear Wayne and Rex talking about the libraries are more exciting than the arena, [lost sound]...project, and that project happens to be the project management system that we’re calling Jax TRACS. And Jax TRACS is a consolidated effort and when I say consolidated, it truly is. We’ve gone to all of our program managers, and there’s seven of them, pulled them together and gotten their advice and their guidance and used their experience to put together a project management tracking system that we call Jax TRACS. And we came up with that name instead of using tracking as the “T” in Jax TRACS we called it “team” because it takes an entire team of support to get all this information together and what we’re trying to do is give you a reporting and analysis tool and provide information for us to use when we have a question so we can go to one place that’s user-friendly and get our answers. And what we planned to do and what we’re doing is one database that feeds a lot of different systems so that we can support not only our needs but the public’s needs for information. We want to be able to use this system to coordinate projects with JEA, JTA and all around the city plus feed information for financial management.

When you said earlier, Mr. Bussells, that you need cash flow projections and variance reports and so forth we’re going to be able to do that in Jax TRACS. We can come up with, can track expenditures and forecast future expenditures because we have a schedule in Jax TRACS. What we did was we looked around at the experience we had and we have seven firms worth of experience but they all do it in different ways. Seven groups have seven pockets of information. And they manage that information in different ways – we saw everything from Excel spreadsheets to Access databases, three different types of schedule packages, I mean there was all different...there was a multitude of different choices. So we surveyed the groups and we came up with one system that does it one way that we pay for one time, and our initial savings is approximately three hundred thousand dollars, by the time we get done. And that’s just with purchasing big software packages.

So what did we come up with? We came up with Prolog. Prolog is a competitor of Prima Vera, and it is becoming the leader in the nation for project management software. And we found we could easily get reports, when we bought this system it came with 400 reports. And I’ve been around and I was taught very well don’t settle for second best and try to become the leader in your field which is what we’re trying to do, and develop a model system. And by getting those reports now, by having them already made, we’re going to be providing you information quicker. If we had had to develop the reports after we put the data in it would have slowed down the information that we’re going to provide to you because all of the data in is not good enough, you’ve got to be able to get your answers back out.

The estimates and expenditures are reported there, and one interesting things about the estimates is we’re taking those estimates for every project in Better Jax that is under the Public Works department – we’re going to take those estimates and we’re going to look at them, we can slice them and dice them across the

whole program or in sections. We can take all 19 library parts and evaluate how many air conditioners are we buying in the library program, or how many roofs are we putting in across all projects. So we've got a coding structure that mimics the financial system of the city but we also took it a step further so we can look at the different construction parts that we're going to do in the program.

We report our contracts and in this system and we can look at expiration dates which is critical for us. We want to make sure that we go if we need to extend contracts that we know in advance when are they going to expire or do we need to just hurry up and finish before the contract expires. And those things are reported in there along with alerts so that we can get a 90 day advance notice a contract expires and we can start to deal with that and there are many alerts in the system that tell you about things coming up or outstanding issues.

Meeting minutes are recorded there, you set your agenda for a meeting and then you record your minutes against that agenda and you set action items in that so it comes back and it's another tickler for you to follow up on. RFIs and reminders are there and that would be more for our program managers out in the field to look at. When a construction firm has a question then they go into our system via the Web and they ask their question and it's tracked in there so you've got documentation of your questions and your answers in the system. And daily reports are there, pictures, digital pictures of the jobsites can be stored there and it's really an interesting tool.

There are advantages to having a project management system like this. You can standardize your business processes. That's really important, when you're talking about firms that are in remote locations, they're scattered throughout the city and of course once again they want to do it seven different ways and we're the owners and we want to set the policies and tell them how to do it. This system helps us to standardize those policies.

Of course it increases efficiency because by pulling these teams together we're learning, although the arena's out front what we find is that maybe the courthouse that's three projects back they need to benefit from the experience that Wayne's gained and we're sharing that information on our team so that we can dodge some of the bullets that the guy out front that are thrown at the guy out front. We collaborate all these projects via the Web site, and that's a wonderful technology. In the old days, if we wanted to do a billion dollars worth of construction projects we would have to come up with a warehouse similar to what we had to do in the powerplant, a warehouse big enough to house all these people, crunching all these numbers and keeping up with all this information. Well now, we let the program managers stay at their remote locations, to feed the information, come in on the Web and store it all in our own little warehouse there in the Annex.

Our answers to when are things happening is done in Prima Vera P3. And this is where we're going to analyze things such as design completions, award dates, as soon as the schedule information is finished we'll be able to tell purchasing how many awards are coming up in the month of June, or how many projects are going to finish and when. We'll be able to schedule all the key meeting dates and issues such as that.

And the benefits of that again are to standardize the processes so that we can look across the entire program or we can chop it up into pieces and just again look at the libraries or the ballpark or whatever piece, roadways, we want to determine the schedules and forecast our resources. We have many resources that have to come together for this program, whether it's for money, for people, the design firms the construction firms, and we'll be able to forecast the demand using this system.

Now we have many interdependencies. To pull together all of this information, it takes a lot of effort and I asked John Shelton to come with me today. John is – John can you stand up please – John is an IT employee that got rooked into being our assistant in this and he is wonderful. John is in the IT department and he is our trouble shooter. When we have problems with the network, whether it's the program manager has problems or I have problems, John is the person who helps us to find the right people to solve the problems. Right now we're in start-up phase, or testing phase – we're doing both at the same time because we're in a hurry to get this information, and John helps us with that.

We also do the training for the program managers and the city staff in-house, so the IT department has a room with 10 computers and we've scheduled training there the third week of the month every month in the year 2002 because as we ramp up the construction projects and the programs we're going to need to have ongoing training.

And to conclude, I think that P3 and Prolog are making a very nice package for managing the program and it's a system that will go on in the future. It won't just end whenever Better Jax is over, I think that this is a system that we'll need to manage projects. It will make us more effective in Public Works and other areas in the City.

Are there any questions? Thank you.

Sam Mousa: Thank you.

Joe Miller: Thank you, Alice. I truly hope this will be a legacy system for the department that we grow into the future – not just for the purpose of the Better Jacksonville Plan but for the department for the future, hopefully well into the next century. Next I'd like to ask construction project status reports, and I'll ask that Joel Reitzer from the City of Jacksonville, the chief of programs and projects, start off.

Joel Reitzer: Thanks Joe, it's good to be here today, see all of you. It's been an active quarter, lots of activity since the last report to you. We've made some significant progress, with respect to starting up a number of the design and construction projects. I'll refer you to the RFP contract report that will give you a status report. Begin at the top with the arena and ballpark down through courthouse, equestrian, libraries, resurfacing, sidewalks and roadway improvements. We've made some significant progress in terms of initiating contracts and thanks to the PSEC committee, Shari, Jacquie Gibbs and Ray Reed, we've been able to process a number of RFPs, a number of architect and engineer selections, and move right on down the road.

A number of the items that you see have reached the final contract point, they don't have check marks on them yet but they have a number of items that passed the PSEC committee, so we're pleased with that progress.

We'll go on to our detailed project reports – we'll begin with the arena and ballpark. Wayne Boy will give us the report on the arena and ballpark.

Wayne Boy: I guess the term I use for us is the great race. What we're doing right now is trying to do everything in a simultaneous fashion. We don't have the time to do it sequentially. And as a prime example is Jax TRACS you just saw, we're actually operating under current contractor systems and we'll convert in midstream to the city's systems as we consolidate. That's the nature of our completion dates because both of our projects have to be done in 2003.

The status right now is that all real estate necessary to build the projects has been acquired. We have a few outparcels we're still working with but everything I need to build is done. Design-wise, we have had concepts approved through a series of design guides meetings with the mayor. Schematic design where you actually look at the façade and determine the program inside the building is complete on the ballpark. It's been approved and we're in design development for that. On the arena side, schematic design has not been approved because of three differences in the design we had with the operator, SMG. The nice part about that is we've had a series of meetings over the past 10 days and those differences were solved as of yesterday. So philosophically on how we operate the facility, in addition to laying it out, those have been resolved. There'll be a report coming to Sam because he's asked me some detailed questions on that, reference that, bottom line resolved. Program's on line and tight.

In terms of contracting, we have a ... we started with a series of interim contracts to enable us to get started. We've gone to permanent contract status with the program manager, Gilbane Sheer Renaissance, that you saw on the bottom of Alice's tree. We have gone to permanent status as of yesterday with the architect

engineer firm and we've received the proposal, detailed pricing for the ballpark manager this past week, its finalized and we'll put it before PSEC the next PSEC meeting.

We have received all pricing from the arena designer and we'll finalize that hopefully next week. The pricing...we're just about there. The issue for me is the balancing of design and construction with the contract. We can't start until the contracts are finished, but we're just about there.

On the groundbreaking side, we did a groundbreaking on the arena on the 27th of November. The arena, as I said, schematic design, all substantive issues are done. Nothing I do is sequential. There is parallel. We have started the first part of design development for foundation, on those parts that we have total agreement on, and as a result today we have a pre-bid conferences on pile design and on site clearing. Site clearing occurs at 1 o'clock this afternoon; the pile package prebrief for all competitive bidders, because all subcontracts are competitive bid, is at 10 o'clock this morning, happening in six minutes. So as a result we are getting ready to launch – as soon as we have contract negotiations complete we can proceed with awarding subcontracts and start at work.

The anticipated start of the arena, if you were to walk out there today you'll see the first prep is done. I'm sure you've driven on the expressway and seen that we've repositioned the trolley lot parking. That parking is not only a replacement the trolley lot originally had but it was also augmented that package for parking that had benefactors that had been asked for by JTA, our city parking officials had asked for. So what you've got is an improved package over there. It also includes all the drainage structure west of A. Philip Randolph – the entire project is built into that as a precursor to doing the construction of the arena and ballpark.

The bottom line there is we have the pre-bid packages today; we anticipate starting work on what we call the test pile design, what we call cast auger (sp?) pilings, it will be the deep foundations to support structure of the arena. That should start the second week in January.

Across the street in the ballpark we've intentionally delayed construction to allow the Jaguars to finish their season. And one thing I would note is that all our construction takes place in an operational sports complex. We have 200-plus events a year that we have to work around our operations, which when I call it an adventure I mean an adventure. And what we've done is we've managed to maintain the level of parking commitment the city has for the Jaguars and other events at a relatively constant level even with all the construction going on. And as a result when we take out the arena site early next this month you'll see no detriment in parking because the way we put the trolley lot and I'm pretty proud of that. That's been a true adventure.

If you notice there's been shrubs moving, fence moving – we've recovered every element of cost we could possibly recover from the existing trolley lot to include the light poles which will be pulled out as the last item. They will be stockpiled and they will be put in when we tear down the old arena because they match the light poles on the west side of Alltel. So we're recapturing everything we possibly can.

Across the street on the ballpark we have intentionally delayed the start so we do not impact this year's parking for the Jaguars games. So what you'll see is construction trailers will go in just west of the arena first week of January, and the second week of January you'll start to see us jack up the Merrill House, the old...the last remaining wood structure in the east Jacksonville neighborhoods and we will move it to the north side of St. Andrews Church to create the space necessary to build the ballpark. So second week of January you'll actually see dirt start to fly. The race for us right now is complete the contract packages – those are on track to go to the next PSEC. You'll see a dovetail of contracting and construction start, and when I say a race, I mean a race. It's been an adventure, but you're gonna like what you see.

Joel Reitzer: Thank you Wayne. Those of you who are going down the freeway and see the large holes that we've dug just to the south of the freeway, just to the north of the construction sites, that's the large retention pond. We have a reserve site there – we've been working with Ed Dendor and JEA on a initiative to have an interlocal agreement to provide the chilled water for the entire sports complex area. We've had some talks with JEA, the contracts, interlocal agreement is progressing and we're all convinced that we will

not only save some capital costs with that joint initiative, as well as some operational costs over the life of the facility.

We'll move on at this time to the next report. Rex Holmlin will give us a report on the library projects.

Rex Holmlin: Thank you, Joel. We've had a real exciting week, you've probably read about some of our adventures in the newspaper on a daily basis. This week we did have the presentations of the four architects on the main library. On Tuesday we had our deliberations. We had four outstanding presentations by four great architects. The deliberations were very long and extensive. We had a great group of competitive advisors from all across the United States. One thing that was perhaps not reported in the newspaper was that the members of the PSEC all had perhaps slightly differing opinions about who they thought was one or two, we had a unanimous motion from the PSEC committee on the overall ranking. And as you know yesterday the Mayor announced his decision, selecting Robert AM Stern as our architect for the new main library.

I've got to tell you these guys are an outstanding architect, we're going to have a great library and I've had several calls from their project team and they're all excited about going to work and we're exiting about getting with them in early January to begin negotiating a contract.

That's not the only thing we've had going on with the new main library. We've also demolished a couple of buildings on the site that had to be knocked down. They had to be knocked down anyway but we got that done in advance to help the folks at JMoMA with their renovation project – it'll save them some money because they'll have better access. We've fenced the site. We'll be doing recording of the historic buildings we'll be demolishing – that's very important so that the details of about those buildings will be available to folks that want to know about them in the future. Some other things that are going on – we're pretty close to wrapping up the draft RFP for a construction manager. That should go out in January, so very early next year we'll have our entire project team in place on the main library. Project team is of course the architect, now Robert AM Stern, our library user, the city, and our program manager, Heery, and putting our construction manager on board our entire team will be set to go.

With regard to our branch libraries, we had a preproposal conference last Friday. We had more than 30 architectural firms attend. As you know we've got 6 branches and 18 renovation projects – excuse me, 11 renovation projects. Those proposals are due back in early January so we'll be evaluating those and getting those architects turned on early part of next year.

Wednesday of this week we had our first pre-bid conference on the San Marco and Baliss Community Center. We had more than 30 contractors attend, so we expect some real good competition, some great pricing on that. I think it will be real advantageous to us as we move ahead.

We've got an awful lot going on with the library project and I think that [unintelligible] folks will be pleased with not only what the libraries look like and the construction, and look forward to using their libraries.

UNKNOWN: Do you have a date when the demolition of the large structure there on the main library site?

Rex Holmlin: I hope that we finish the recording of those buildings and have...be in position to go ahead and demolish and have done the salvage we want to do so that sometime very early summer we can knock those down. You know frankly the sooner I clear that site the happier I'm going to be.

UNKNOWN: That's part of my common engineering past that I have a hard time [unintelligible]...the demolition part. I've always enjoyed that.

Joel Reitzer: Thanks, Rex. Chris Boruch will give us the report on the courthouse project.

Chris Boruch: Yeah, thanks Joel. Morning everyone. Two issues I'd really want to highlight today, one is the real estate – as you can see my little chart here, our current real estate status is those parcels that are in red are the parcels the city has already closed on, those in green are those that we have not been able to successfully complete negotiation with the owners of those parcels. Thus we have to go through a taking hearing which will be scheduled for the 4th of January, working with the office of general counsel, and we're going to ask that these properties to be condemned and turned over to the City. I don't anticipate any problems there, but you know its something we've had to do. We need all this property and we have to obtain it.

Second thing is the design competition for the courthouse. On the 7th of November we issued...the city issued an RFP for firms that...to express interest in competing in the design competition. We had a preproposal conference on the 20th of November and on the 7th of December I received 11 proposals. One was deemed non responsive, so I had to spend...and a team most of last week evaluating 10 proposals. We have shortlisted that and we'll make a recommendation...we'll present the PSEC on the 8th of January next year. They will make a recommendation to the Mayor shortly after that.

Assuming that all happens I plan to kick off the design competition on the 31st of January. We'll have 2 workshops, one in the mid-part of February, one in the mid-part of March, and then have the final presentation looks like the early part of May. And from there we'll kinda parallel what just happened with the library – the Mayor will make a selection and we'll go into contract negotiations with the winning architect.

That's all I have to present right now. This train is about ready to leave the station and we've got to do it. Thank you.

Joel Reitzer: OK, Chris. Ed Doughty will give us a report on the street resurfacing and sidewalks.

Ed Doughty: At the last FACPAC meeting I had mentioned that three of our four resurfacing contracts were underway. Well the fourth contract began surfacing in early November, that area was delayed slightly. We've already made up for it – if you look at the report you'll see 242 miles of resurfacing, actually as of yesterday we crossed the 300 mile mark. We're moving at a fast pace.

I'm also pleased to report two of the four companies have elected to do resurfacing work over the holidays. This gives us even greater impetus in reaching our objectives. You may recall that the resurfacing program is a very aggressive program. The mayor has made the commitment to have all of the resurfacing done, essentially complete by the end of December of 2004. We are on track – we are plotting this so that we keep up at a rather constant rate. We believe this is the way to do it, rather than in fits and starts. We are on track, we are within budget. We're finding we're able to save money in resurfacing and still get quality work, and that's important, the quality of work.

The number of purchase orders for replacing cross drain pipes – actually, we've gone over 100 in those, and those are necessary. We have four pipe crews that are working continuously replacing these pipes that are under the road and we are coordinating this so that we do this before the paving crew gets there and that is the reason for this. We are delighted that all four of those crews are doing exceptionally good work. I'm very pleased with, actually all of the companies we have who are under contract to us.

Going to the sidewalks, the three of the four sidewalk contracts have been awarded as of this week. We had a delay with the fourth firm. Next week or right after the first of January that fourth contract will be awarded. Three of those companies will be doing sidewalk work over the holidays. During the latter part of this week we issued purchase orders to those companies, we are just over 14 miles of sidewalks. We expect fully to have 150 miles of sidewalks completed by the time the sidewalk program is complete. I should mention that the sidewalk program is a 7 to 10 year program, not a 3 years. This was discussed at some length with the Mayor.

Three of the four sidewalk companies are minority firms, they've had excellent track records with the City. They are small companies – we elected not to accelerate that program otherwise we would have had to

bring in larger companies from outside the area. That would not have been the right thing to do, certainly not to the companies who have faithfully done work for us over the years, so we are projecting this over a 7 to 10 year period and we will of course be moving at a continuous rate.

All four of these companies are proven companies. Since the last FACPAC meeting of course we awarded three of the four companies and I am exceptionally pleased with the companies who were the low bidders.

Group: Thank you, Ed.

Joel Reitzer: Great cooperation by JEA – we have a great number of miles of roadways that have been released, that are ready for the team working on the resurfacing program. Our roadway and infrastructure program report will be by Doug Layton.

Doug Layton: Thank you. As I said last time, I'm the marathon of all these sprinters here. Over the next 10 years we've got about 70 projects to do with the City side. Your one-sheet report shows the ones that are currently under selection for design, so that's what that's about. We have five more that are being advertised this week, we have 10 that we're currently negotiating fees and scopes on, we have 25 under design and 5 to 7 under construction, depending on how you define construction.

Two points I wanted to bring out – one is yesterday we processed a contract through our selection committee for aerial survey of all of our roadways. One of the advantages of having a large programs is that we can get some economies of scale. We're going to have someone come in this winter when we have as few leaves on the trees as possible and do aerial survey for the whole program all at one time, and we then give them to the design contractors which cuts some time off of heir schedule. It also saves us money – we're actually going to to topographical surveys aerially within a tenth of a foot the way its normally done on the ground. So we'll slip in some savings on that.

We're very very proud of the relationship we've developed with Ed and his group. We intend to joint these projects, where the streets, the water, sewer and electric are all designed on the same set of drawings, they're all bid to the same set of contractors, to try and eliminate some of this we've always had in the past where my contractor wants to sue me and Mr. Bussells because JEA wasn't coordinated with...we also have an agreement working through the system with Southern Bell to do a similar process – and we're very hopeful that this is going to be a very coordinated roadway program.

UNKNOWN (possibly Ed Dendor): I'll just mention quickly, um, I'm confident today we are going to close our acquisition of United Water next week. I think we finished the final negotiating points late last night, which means those parts of Duval County United Water has will now be able to coordinate the water and sewer construction with the roadwork, because that would have been a terrible thing, to have fixed the roads and then have themnot fix the water and sewer at the same time, because they won't do it. And so we'll have that January 5th, hopefully catch up on those neighborhoods that are served by United Water to do just what you said very well.

Doug Layton: Your people have been very proactive in looking ahead, in that.

UNKNOWN (Possibly Ed Dendor): Oh yeah, we've been out there videoing...the spots [unintelligible].

UNKNOWN (Possibly Bob Johnson): The rates are going to go down.

UNKNOWN (Possibly Ed Dendor): Our rates are lower than United Water for 90 percent of the customers. A few customers, unless they modify their consumption a little bit, could pay more with us because we have a conservation rate structure. A great majority will see 20 to 30 percent water and sewer bills. And we don't raise the rates every 6 months.

Group: {Laughter}

Walt Bussells: We try to go six or seven years in between that.

Bob Johnson: It'll be neighborly, too – he's reducing the rates in the other counties.

Walt Bussell: Yeah.

Bob Johnson: Being real neighborly.

Walt Bussells: We'll be in Nassau County now.

Joel Reitzer: There is a project status report in your packet that's more detailed report on each one of the individual projects. I'll refer you to that if you have questions on the details. Also, there are one page summaries...

Chris Boruch: Don't forget we have...Taye' hasn't talked about the Equestrian Center.

Joel Reitzer: In the agenda we'll get to that...we have one page summaries on the preservation project, the neighborhood park improvements, the environmental clean-up of contaminated sites, the northwest economic development fund, and the...next we'll have a report from Taye' Brown on the Cecil Commerce Center improvements for the Equestrian Center and the Park and Recreation Complex.

Taye' Brown: Good morning.

Group: Good morning.

Taye' Brown: I just have a status on the...since our last meeting, we've completed the master plan for the Cecil Commerce Center recreational complex and it's a pretty exciting thing. Got a lot of things on tap out there in the master plan. Where we are right now is we've completed the schematic design for the equestrian center and also for the community center and pool. We've completed our design agreement, design negotiations and design contract with Gresham Smith and Partners – they are now on board as our design consultant for the complete agreement to do the design for those projects out there. It's been approved by PSEC as of yesterday.

In presenting these schematic designs to the public, we had a community meeting on the 29th of November and we had a very good meeting out there. We got some plus plus on the overall architectural character of the facilities and we've got some plus plus marks also on the program. One thing we've got to keep in mind on that particular project is that we've got two types of users. We've got people and then we've got horses and one thing you have to keep in mind is that if we do not build it for the equine, the horse...that particular function of it then it's not a good building. So we got some very good comments from the community. The equestrian community is very vocal and gave us a lot of good information as far as design, so we're taking those comments as we move on into design development, which will be the next phase that we go into for the project, incorporating all of the things that they want and taking those into consideration as we move forward in design.

We've completed our survey – topographic surveys, wildlife surveys, getting ready to do our geo-technical surveys at the beginning of the year. We've got quite a large site in the first phase, the equestrian center building will actually occupy...and the whole equestrian complex, with the exception of the endurance area and steeplechase area, will occupy over 100 plus acres, so it's a pretty large site that we're investigating...doing investigations on out there. The community center and pool will occupy a site, which is about 11 to 15 acres, somewhere in that neighborhood, so it's also a pretty nice size.

We're going to put the CM RFP out in January when we come back from the holidays, and get the CM on board and complete that piece of the pie there...we'll have the designer on board, have the construction manager on board and be off and trucking on the project. It's going pretty good so far, we're on track to begin construction during the summer of 2002, and our construction schedule takes us out to 2003...December 2003 for our construction completion.

Joe Miller: And we'll have it done by when in 2003? June, July?

Taye' Brown: It's about July, August 2003.

Joe Miller: Ok. Want to make sure Councilwoman Hipps is happy with that answer.

Group: {Laughter – unintelligible comment}

Joe Miller: She's been very supportive and very helpful, also.

Joel Reitzer: Great thing about that project is it's really truly both sides, both the equestrian and the park side, are both truly multi-use components for the community.

There is a report on the Jacksonville Zoo, Septic Tank Phase Out.

Joe Miller: And with that, if you're concluded your portion I would move then to JEA and Ed Dendor. Ed?

Ed Dendor: Thank you, Chairman. Good morning, everyone. I appreciate your time. As far as the septic tank phase out program, we're continuing on track and on schedule. Phase one, the United Brothers was awarded the construction portion and should start here in January. Phase two and three are the Murray Hill portions that are still under design and study phase, but everything is tracking on budget and we're doing the parameters now. And as far our additional support with the other projects I think its been demonstrated here that we'll continue to work with the various Better Jax Plan programs to make sure that our services are incorporated into their projects as well.

Joe Miller: Thanks, Ed. Do you have any other projects?

Ed Dendor: No, we're ok.

Sam Mousa: Mr. Chairman may I ask the man a question please, on Murray Hill...is that, Murray Hill, is that all four, all five phases, just two phases...do you recall how many phases that is?

Ed Dendor: There are five phases.

Sam Mousa: Are they all starting in January?

Ed Dendor: No, just the phase one.

Sam Mousa: Just phase one.

Ed Dendor: Phase one is starting, then phase two, three and the others are under the design and research phase.

Sam Mousa: Thank you. So the dates here are still fairly accurate then?

Ed Dendor: Yes sir.

Sam Mousa: Thank you.

Ed Dendor: To be optimistic actually, they're actually looking a little bit better by a month or so, but it's not enough to bump it a quarter.

Sam Mousa: Thank you, Mr. Chairman.

Joe Miller: Thank you. With that, we'll move to JTA and Steve Arrington. Steve?

Steve Arrington: Good morning. Very briefly, the JTA projects are on schedule, no budget issues to report at this time. We do have a couple projects we are watching closely, and we'll certainly tell the committee at the next meeting if there's any change in our condition.

Very briefly, I'll run through the projects and give you an update on the status of those that we've had some particular activity or some milestone coming up. On Argyle Forest, contract one, we're expecting the consultants with the 60 percent plans next week. At that point in time we'll make a very detailed review of the exact status, condition, and we'll also start preparation for any real estate action at that time. The primary concern with that project right now is probably going to be wetland permit issues, so that's what our planning and focus is going to be.

On McDuff Avenue, we have selected a consultant and contract negotiations are under way. We expect to have those completed no later than February, for start shortly right after for the design work. Beach Boulevard/Intercoastal Waterway project, public meeting was held in November. That project is moving along quite well. Heckscher Drive – we now...have the 60 percent plans on contract one...that's the small section from August Drive to State Road 9A. And we have a hearing the 1st of December on that project.

On Mill Road-Southside Connector interchange, which is a design-build job, we have produced a shortlist and submitted the final bid document this week to those firms and expect their bids and their technical folders back in early April. So hopefully work will start obviously by the summer for that project.

The major change we had I guess is the acceleration of the Butler Boulevard six lane project from effectively I-95 to meet up with the DOT's interchange at State Road 9A, and we have issued the RFPs for consultant proposals early in December, and we held a pre-proposal meeting on the 18th of this week, and receive proposals early in January. With normal luck we hope to make a selection in January, if not absolutely by February. The due date for completing that project, of course standard completion, which means full operation of the extra lanes, is December 2004, and right now that date does...while it is a little tight it does...it certainly is achievable.

Atlantic Boulevard and University – we have formed a citizen's advisory committee. They are now meeting every two weeks, and obviously that's a planning effort so it's going to continue for some time. There are a lot of issues to be dealt with in that particular location.

Sam Mousa: Mr. Arrington, let me interrupt you at that point, then, I'm not sure if you're aware of this or not, but for your information and the committee's information...I noticed a proposed ordinance has been submitted by...Councilwoman Suzanne Jenkins that, in essence revising the scope of work in that project. The ordinance goes on to state that all improvements shall be – my words, not the words of the ordinance – that all improvements shall be at grade, and that there will be no grade separations at Atlantic/University, Beach/University. There is some concern to us with that ordinance for a couple of reasons – one, I believe general counsel's office is looking at...if you recall, the Better Jax referendum ordinance had some specific language in there as to what it took to change a project for another project. So there might be debate going on whether this is a project change, whether this is a scope change, and/or whether there is yet just cause for such change. And the word 'just cause' is in the Better Jax ordinance, so for your information, if you didn't already know that, that's been introduced by the councilwoman, and we don't know what the status is going to be.

Steve Arrington: Thank you. We were aware that that was in the works. Currently, we're working a complete list of alternatives. We started out and worked through, I believe, an initial group of 12, and we're in the process of...reducing that list to approximately six. The citizen's group basically generated their own alternatives, which will be fully tested along with any of those that come out of the technical process. And at-grade activities are in fact one of the alternatives we will be analyzing. Obviously [unintelligible] that we...and our goal is to come up with the best project from all aspects, including that in terms of the local community as well as serving the overall traffic needs of Jacksonville in its entirety. And obviously whatever will serve that need at the lowest cost is certainly what I would expect to recommend our board to this committee.

Roger Sharp: Just one point, if I may – I'm not personally, I'm not at all certain we can meet acceptable level of service standards with at-grade intersection at that location. We're working on it, but I don't know that its going to be possible.

Sam Mousa: I'm not saying it is.

Steve Arrington: At any event, we will be happy and at the appropriate time we will schedule a brief presentation on the project to this committee so you'll understand basically what we've done to work up. Again, those projects are being addressed from a ground level work-up of the planning analysis necessary because they've not yet gone under that process, so that has to be a part of our work-up in order to move the project forward.

Joe Miller: Do you think at the next FACPAC meeting it will be appropriate, or the right timing, particularly for the at-large members of the FACPAC, that, to receive that briefing, or is that too premature?

Steve Arrington: Well we may not have a final recommendation...

Joe Miller: No, I'm just...

Steve Arrington: I'd be happy to provide a brief presentation outlining exactly the steps we've done and exactly where we are in terms of the analysis at that time. Certainly.

Joe Miller: I request that you do that.

Steve Arrington: Surely.

Sam Mousa: Mr. Moore, if I may just one more time say, interrupting this hearing, for your information and Walt's information, this is just as a FAC member speaking, I'm more concerned with the ordinance from the viewpoint to make sure that the Better Jax referendum language was truly addressed. I question change of scopes being addressed in the ordinance. The ordinance to me, my legal opinion, is very clear to substitute a project for a project. I'm not sure what sort of authorities the council may have with regards to scope to scope. Now, 99.9 hundred 9 percent of the time the council can change anything by ordinance, however in this case you have a referendum that promised the people an interchange, and I'm not sure that the simple ordinance can change that promise, so that's my only...and I just request that you and the FAC chairman follow up on that. Whatever's legal is legal, but make sure we do what's right.

Cindy Stover: Do I understand the grassroots opposition is far more against the University/Atlantic or is it [unintelligible].

Steve Arrington: We've heard some comments...we've got fairly similar situation...we've heard some comments about concerns there. You don't have the close-in residential and that was our initial concern. We had two residential communities, very long-term, very well-established, very [unintelligible] which we actually appreciate...

END OF SIDE A

BEGIN SIDE B

Steve Arrington (cont'd): ...matter of fact, if I recall there have been calls for doing that for almost two years. [unintelligible]...We've actually not started that but the councilperson has expressed interest in both the possibilities.

Sam Mousa: Thank you.

Steve Arrington: One other project to update the status, we're moving ahead with Southside Boulevard and Baymeadows, the interchange there. We've issued notices to proceed on December 5th on that project. So a lot of these projects are moving forward very well, we do have some negotiations that have been difficult on the planning study, which is the planning study only for Atlantic, Kernan and Hodges, and we've set an absolute deadline of the end of this month, and we anticipate either completing those negotiations successfully or we'll terminate [unintelligible].

That concludes our report, if there are any questions.

Joe Miller: Any questions from the members? Any questions at large, if you will, from any of the audience members referencing these projects? Councilwoman?

Councilwoman Alberta Higgs: Well I want to say how much I appreciate all the hard work, this represents a lot of hard work and you should really feel good about the end of this year, how much you've accomplished. I was here at the last meeting and mentioned an issue that I'd like for this, the FACPAC to consider as you go into the next year, and that is how the Better Jacksonville Plan is going to be able to be viewed in the development of our, for a buzzword, digital geography, and for technology in the future. And I'm not sure that, you know, with the timeline and all...but I'd like for it to be perhaps on an agenda in the future, and I know there are many people in the room that have an interest in that, not only myself but others. And for instance, road projects that are going on – are we laying conduit for fiber for the future? What are we doing? And so, that's a topic I'd like for us to...

Joe Miller: Councilwoman, I'd be happy to make sure that that's included on the next agenda item as a briefing point, and that Doug, you be prepared to provide briefing with regard to the road projects we're responsible for. And then, we'll work with the others, etc.

We have an MBE report, also listed here. Who's going to provide that please?

Lisa Rowe Baer: It's on page 14.

Joe Miller: All right, let's go to page 14. I think the figures speak for themselves, you've got both the Jacks...correction, the three entities there, the City of Jacksonville, the Jacksonville Electric Authority and the Jacksonville Transportation Authority.

Notes here that from October 1st, 2000 to November 30, 2001 we've expended about 32 million dollars, total expenditures to minority firms is about 6.4 million dollars, about 19 percent. Almost 20 percent.

Wendell Holmes: Under the, Mr. Chairman...

Joe Miller: Yes sir.

Wendell Holmes: Down at the bottom of page, under the JTA, has a category professional services.

Joe Miller: Yes.

Wendell Holmes: What does that include?

Joe Miller: It's typically the architecture, engineering and design services, I'll let JTA answer their own.

Steve Arrington: I didn't have a chance to look at this earlier. I will...I'm going to need to check the first indication, African American is reported as zero, which I know is not correct. For instance on the [unintelligible] contracts the prime consultant is African American. So I'll need to double check these figures and make sure they get back, and we'll be happy to send out a corrected copy. I don't know offhand what the number is, but it's certainly not zero.

Wendell Holmes: I would certainly have an interest in this.

Steve Arrington: I'll make sure you get sent an update from our records.

Sam Mousa: Were you...may I, Mr. Chairman?

Joe Miller: Please.

Sam Mousa: Were you provided the opportunity, Steve, to provide this information? Were you requested this info?

Steve Arrington: Normally this information would go from our DBE office or into, and actually we run a parallel set of records in engineering because we're more interested in contract, less interested in month-to-month records because that's actually how we manage the percentage in our office. And so there is a sharing of data between us, but I'm not sure where the breakdown was. But I'll get into that and I'm sure we've got them, it's just a matter of...it won't be difficult, they can generate something this afternoon.

Wendell Holmes: Looking from...[unintelligible]

Joe Miller: Any comments from JEA on these figures?

Ed Dendor: We have not yet...Chairman, if I may?

Joe Miller: Yes.

Ed Dendor: Over the last couple months we have not been able to [unintelligible]...and we came to a consensus as far as how we were going to make the reports and what the reports would consist of, and so I feel comfortable with what's showing here, through our MBE office as well.

Bob Johnson: I wonder if...it shows total expenditures of about 33 million for this 14 month period, so I'm guessing this is just the expenditures on the one and half billion part of the two point two, is the 750 in here, too? Because the numbers, you know...just some reconciliation of the total spending, not precise with this?

Shari Shuman: Yeah, I have to go back and find out how purchasing, where they got their numbers from.

Bob Johnson: Ok, all right.

[unintelligible]

Joe Miller: Ok, moving into general discussion, on any of the projects or the elements of the programs for the project administration committee? Any have any comments or suggestions?

Cindy Stover: I just have a question I asked Shari earlier, the article in the paper in regard to the library, and the fact that the construction costs were not all included in the contract, talking about the demolition of the building, et cetera. Could you help me understand where we are on that, as to the comments in the newspaper today?

Joe Miller: Rex?

Rex Holmlin: The guidance that we provided each of the competitors asked them to focus just what the architect would typically be involved with. We gave them some guidance for them to assist them in their design. Now, there are a lot of things that some people would consider construction costs that perhaps aren't part of, what the architect wouldn't be involved with, for instance, the information technology portion of our contract, the furniture, fixture and equipment. In terms of demolition, when we first gave or provided guidance to them, there were still some questions about whether the historic buildings on site would be left on site or if incorporated in or things like that. So we tried to make it as simple for them as possible. In all honesty there's been, I don't want to say inaccurate reporting, but let's just say...Paul Harvey would say 'the rest of the story'. I think that's the issue there. The...naturally, when you have four outstanding architects, and we did, with four very good designs, and we had four very good designs, one person gets to be the winner and you've got three other folks that aren't, and they've all put a lot of effort into this. And frankly, a couple of them were disappointed. But I think the cost estimates that our program manager, Heery, did were very helpful. They were only one component of the evaluation. We actually had 10 items, or criteria, that the members of the PSEC considered, as well as all the input from the competition advisory committee members. We've got an outstanding architect, and now we've got to move forward and cost management is just one portion but a critical portion of our project. We've got a very big budget. We can deliver an outstanding library for the monies that's been allocated, and I think everybody's going to be pretty happy as we move ahead.

Cindy Stover: Clearly you feel comfortable we can stay within our budget guidelines.

Rex Holmlin: Oh, absolutely. Absolutely. Yeah. When you start a project, you know typically things are perhaps, I think a good description would be 'not well defined.' You know, you don't know all the details. As you move through and begin to design, things become more and more defined. And the budgeting process within the project itself is exactly that way. What is fixed is our overall budget, 95 million dollars. As we make greater and greater determinations, we move on and know how, you know...for instance, at the beginning what we really knew about the building was two things: it was going to be a library, as opposed to say a steel mill or a runway, ok, and we knew it was going to be about 300,000 square feet. With the mayor's decision yesterday, we finally really have a good idea of exactly what this building looks like and what some of the materials are. And that allows us to be more specific on some of the details and the subcategories within that construction budget. And that's an important thing, because as we all know, it's real difficult to manage a budget of a big number, you've got to manage the part, the subcategories in between. But we've got an adequate budget, and you know, we're going to deliver a outstanding library for the 95 million dollars that you all have been gracious enough to entrust to us.

Cindy Stover: Thank you. It's a beautiful design.

Sam Mousa: Cindy, this was an extremely highly competitive project. It drew out some of the world's best. Quite frankly I would have been shocked if the losers would have just sat back and said we lost. It just doesn't happen that way.

Cindy Stover: It just helps me when I'm out in the community and people with papers say 'we're already going to blow our budget'...just based on comments and headlines...it helps us to...

Sam Mousa: I personally would have been disappointed in them had they not complained.

Cindy Stover: Right. Thank you.

Bob Johnson: Following up on what Cindy's saying, you know some of the comments you hear in the field, too, that since the revenue is coming in, you know, the sales tax revenue is not coming in, then what is the limit to this thing? So I'm getting all kinds of calls about you know, is this truly a 30 year bond issue...I mean, a 30 year program under the Better Jax plan, and so forth. So you're hearing a lot of that stuff.

Joe Miller: My overall assessment is that it's on time, on target, within budget. We're not having any what I call 'anomalies' out there that are creating significant problems for us. I think we should all be very

happy with the three designs we have selected thus far for the arena, the ballpark and the courthouse...correction, arena, ballpark and the library. And I look forward to sometime middle of next year or later having the courthouse design, and I think those will all be four great signature facilities, if you will – icons for the community once we're done.

Wendell Holmes: We're within budget in all...overall?

Joe Miller: We are...on target, absolutely. We've got some challenges out there, as Rex talks about...when you further define, you bring it back in, if there's ever an issue, if you will. We've got...I think particularly in the road programs, we have some challenges there, but it's not something that I'm staying up at night worrying about. We've got...some projects will come in a little bit above, some will come in a little below. But think we're on time and we're within budget.

UNKNOWN (possibly Dan Edelman): On the verticals, are you going to be sharing that with the committee, I mean, the budgetary, as you get further along in the projects and you get more defined costs...as to, in comparison to the amounts that were allocated through the Better Jacksonville Plan?

UNKNOWN: And as Dan suggested earlier to Bob's point, we'll have a little policy-level matrix set-up early next year and we can 'what-if' the future every once in a while and say well based on the way things have gone so far, we'll think about the future now...you know, it's going to be...it will take 30 years to payoff, or 10 years or whatever it is. We'll have current information on that from time to time. Time is moving.

Joe Miller: Any other questions? If not, I would like to conclude the project administration committee meeting.

Group: Thank you.

Joe Miller: Have a happy holiday.

END OF RECORDING.