



Pinellas County Public Works

FY2022

Strategic Plan

June 2022

Message from the Director

It is an exciting time to be in Public Works and to be part of the partnership that enhances the present and shapes the future of our community. What we do each day makes a difference in the lives of our residents and visitors. Our services are an essential part of a healthy, vibrant, mobile, and sustainable Pinellas County.

This Strategic Plan is our blueprint for how to improve our department and our services over the next four years and beyond. The focus of the Plan is to align our programs, projects, and activities with the County's strategic goals. Perhaps the most important aspect of the Plan was to offer employee groups multiple opportunities to participate in its development, building a bottom-up process that grew from the input you provided. Your ideas and thoughtful input were the foundation for the development of our mission, vision, and values.

This Plan takes into consideration service delivery to our customers, as well as internal factors that shape how effectively we provide training, employee development, public outreach, customer service, and communication. The work you participated in identified our strengths and weaknesses and how we can become a more effective, responsive, and transparent organization – and a better place to work.

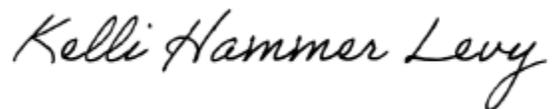
This is a living document that will adapt to new priorities arising from the community and from within our organization. We know that change is inevitable in our work. These changes could include new technology, budgetary challenges, and a more-involved community, which will require frequent adaptation at many levels within our department. It is important that our Plan and staff remain flexible as needs for change occur.

The success of this Plan is dependent upon strong leadership at all levels in the organization and a commitment to operating and providing services in new, creative, and effective ways.

As your Director, there is nothing I value more than staff-led problem solving. At every level of the organization, our staff makes me proud beyond words, and I want the culture of the Public Works Department to always invite, foster, and champion your ideas and leadership. Our department should empower you to overcome obstacles, support each other, and better serve our community.

I look forward to working with each of you to accomplish the goals and objectives outlined in this Plan.

Thank you for all that you do on behalf of our community.

A handwritten signature in black ink that reads "Kelli Hammer Levy". The signature is written in a cursive, flowing style.

Introduction

The Pinellas County Public Works Department consists of seven divisions that are responsible for providing essential infrastructure and environmental services to the residents and visitors of Pinellas County. These services generally include:

- Management, maintenance, and improvement of infrastructure including roadways, signs and signals, bridges, stormwater conveyances and management systems, sidewalks, guardrails, and curbs, as well as the right-of-way, easements, and property within which this infrastructure resides.
- Improving and protecting public safety through best management practices in traffic management, mosquito control, aids to navigation, stormwater management, resiliency, and water quality.
- Protecting the environment through improvements in water quality treatment, source controls, enforcement of local ordinances, public-private partnership (adopt-a-pond) and public education and outreach.
- Enhancing and protecting our coastal resources through beach nourishment and protecting mangroves, seagrass, and other important aquatic habitats.
- Protecting the public interest as it pertains to stormwater, traffic, roadway, and environmental concerns via review of permits applications, variances, petitions to vacate, and similar requests.
- Planning for future improvements and more efficient delivery of services through traffic studies, watershed and resiliency planning, operational analyses, cooperative projects, interlocal agreements, and other partnerships.

The Department operates under the Public Works' mission, vision, and values, and the strategic goals outlined in the [County's Strategic Plan](#).

Our Mission

Public Works manages environmental, stormwater and transportation systems to provide a safe, sustainable, and vibrant community for the people of Pinellas County.

Our Vision

To be recognized as an innovative Public Works leader that continuously improves the quality of life in Pinellas County through stewardship of public infrastructure and natural resources.

Our Values

Accountable: We take responsibility for our words, actions, and results.

Innovation: We accept change as an opportunity to find better ways to accomplish our mission.

Integrity: We exemplify integrity through trustworthy and ethical behavior.

Teamwork: We build organizational strength through effective communication and collaboration.

Respect: We engage our teammates, citizens, and partners with consideration and professionalism.



Source: Freshbook.com

Department Profile

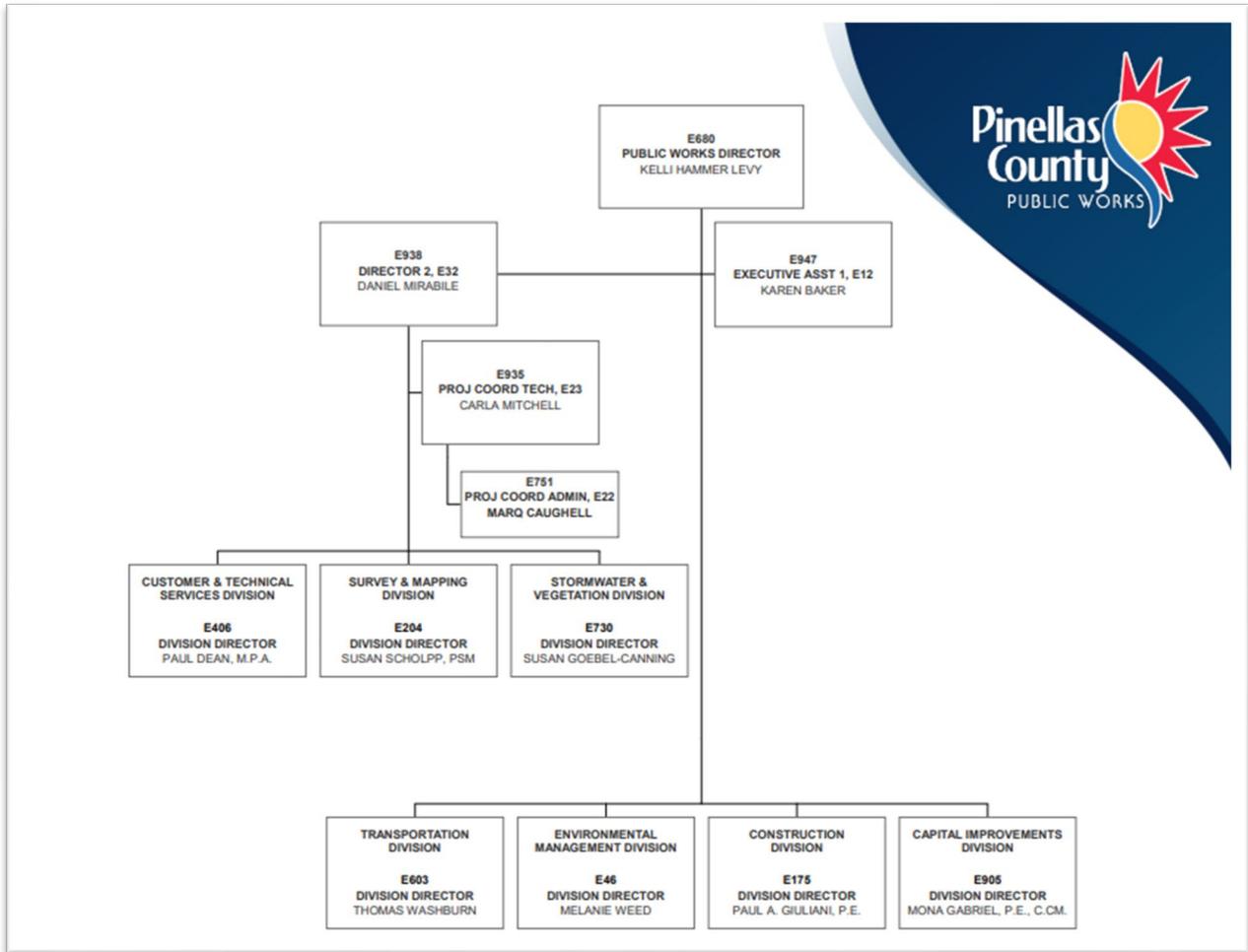
The Public Works Department manages essential vehicular, pedestrian, and stormwater infrastructure, as well as critical natural and urban environmental resources in Pinellas County. The Department consists of seven divisions, as described below. The Department performs its services primarily within the unincorporated areas of the County; however, a number of these services are performed countywide due to County Charter responsibilities, interlocal agreements with other municipalities, or instances where County infrastructure exists within the limits of another municipality.

Organizational Structure

Oversight of the Department is the responsibility of the Public Work Department Director, who reports to the County Administrator.

In addition to the over 500 employees that assist in the operations of the Department, the Department Director is supported by a Deputy Director and seven Division Directors who oversee the following divisions: Capital Improvements, Construction Management, Customer and Technical Services, Environmental Management, Stormwater and Vegetation, Survey and Mapping, and Transportation.

Below is the current high level department organizational chart. The [detailed organization chart](#) is maintained on the department's SharePoint.



Capital Improvement Division is charged with the development of Public Works, Parks, and Solid Waste capital improvement projects. Services range from preliminary studies for capital projects, in-house designs as well as oversight of consultant designs, preparation of construction bid packages to providing engineering support services during the project construction phase.

Customer and Technical Services supports the Department in the areas of inventory management, facility maintenance, safety, emergency management, asset and work management, education and outreach, purchase requisitions, customer inquiries, specifications, contracts, agreements, and budget development and analysis.

Construction Management is responsible for overseeing the construction activities of all infrastructure, primarily for Public Works, Utilities, Solid Waste, and Parks capital improvement projects. These services range from preconstruction plan reviews to overseeing the contractors' performance on project construction.

Environmental Management monitors and assesses the quality of our air and local water resources and associated habitats; manages over 35 miles of sandy beaches; provides permitting and compliance services for dock construction, dredge and fill, and mangrove permitting. This division also implements the provisions of the National Pollutant Discharge Elimination System (NPDES) Permits, the Total Maximum Daily Load program, the surface water assessment, and enforces multiple ordinances including those pertaining to asbestos, air and stormwater quality, landscaping, and fertilizer management.

Stormwater and Vegetation operates and maintains the County's stormwater infrastructure and rights-of-way through the practice of urban forestry, landscape services and vegetation management, and provides county-wide mosquito control for public health protection. In addition, the division administers the floodplain management program and reviews permits for impacts to the county's stormwater infrastructure. This division is also responsible for stormwater infrastructure planning to reduce flooding and improve the quality of our surface waters and wildlife habitat.

Survey and Mapping provides survey, mapping and research services with the primary focus being on capital projects. Functions include in-depth research and abstracts of historical land records for ownership, easements, and rights-of-way, sketch and description preparation for acquisition and disposition of property, preparing various survey maps, exhibits, and reports, plat review for conformity, and conducting parcel, right-of-way, and easement staking for review, asset repair and construction.

Transportation operates and maintains roadways, sidewalks, trails, bridges, and traffic control devices along county roads and within the unincorporated County. Other functions include transportation infrastructure planning to reduce travel times and roadway congestion, improve multimodal transportation opportunities, and improve bicycle and pedestrian safety. Additionally, the division reviews permits for impacts to the right of way and coordinates the petition to vacate process. The division also operates the Countywide Advanced Traffic Management System (ATMS) Intelligent Transportation System (ITS) through a state-of-the-art Traffic Management Center.

Workforce Profile

The Public Works workforce is diverse. Workforce profile data as of May 2022.

Employee Ethnic Group Description	Employee Count	Male	Female
White (Not Hispanic or Latino)	316	235	81
Black or African American (Not Hispanic or Latino)	80	70	10
Not Specified	38	32	6
Hispanic or Latino	18	15	3
American Indian or Alaska Native (Not Hispanic or Latino)	1		1
Two or More Races (Not Hispanic or Latino)	5	4	1
Asian (Not Hispanic or Latino)	4	2	2
Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	0	0	0
	462	358	104

Financial Profile

The Public Works Department has an FY22 operating budget of approximately \$109 million. This budget is primarily supported through the following funding sources, General Fund, County Transportation Trust and Surface Water Utility Fund. A fiscal year breakout by fund and program area is available [here](#).

The Public Works Department is also responsible for planning, designing, and constructing major infrastructure and environmental capital projects. These projects range from preserving and/or enhancing existing assets to creating new ones. The funding of the costs for these projects are primarily from the Local Option Sales Tax (Penny for Pinellas); however, the Department also uses local option gas taxes for traffic related projects and Tourist Development Tax for beach renourishment, in addition to external funding sources through grants. The local capital funding sources have provided significant matches in acquiring local, federal, and state grants. The 6-year capital plan is available [here](#).

Asset Profile

The Public Works Department is responsible for maintaining county owned assets. Asset Management Plans outline how each asset is to be maintained, defines levels of service, and focuses on preventative maintenance.

Public Works Asset Profile

Stormwater	March 2021	May 2022
Stormwater Structures	46,889	46,577
Stormwater Gravity Mains	880 miles	874 miles
Stormwater Open Drains	308 miles	313 miles
Major Stormwater Weirs (dams)	51	61
Permitted Facilities (stormwater treatment)	701	718

Traffic	March 2021	May 2022
Streetlights	3,813	1,823
ITS* Cameras	152	171
ITS* Dynamic Message Signs	49	49
ITS* Bluetooth Travel Time Sensors	102	102
Traffic Signal Control Cabinets	587	547
Warning & School Flashers	751	766
Signal Devices / Traffic Signals	438	422
Poles (for signs)	24,918	26,167
Signs	43,213	44,991
Load Centers	-	521
Speed Humps	-	395

* Intelligent Transportation System

Urban Forestry and Landscape Services	March 2021	May 2022
Inventoried Trees	49,911	65,794

Road Maintenance	March 2021	May 2022
Bridges	149	149
Guardrails	726	696
Handrails	1,860	1,892
Sidewalks	1,080 miles	1,066 Miles
Pavement	2,641 lane miles	2,641 Lane Miles

Mosquito Control and Vegetation Management	March 2021	May 2022
Mosquito Aerial Treatment Sites	240	242
Mosquito No Fog Sites (beehives)	146	198
Maintained Ponds	267	260
Hand Clean Ditches	23 miles	27 miles
Road Right-of-Way Maintenance Areas	190 miles	190 miles
Mosquito Traps (Tracks mosquito species & populations)	43	42
Chicken Coops (sentinel)	8	8

Environmental	March 2021	May 2022
Alum Treatment Facilities (For water quality treatment of stormwater runoff)	5 sites	5 sites
Navigation Markers (To identify waterway zones, hazards & channels)	1,308	1,380
Air Monitoring Stations	9	9
Coastal Structures (To mitigate erosion)	14	14
Buoys	203	203

Additional Services Provided	March 2021	May 2022
Street Sweeping (To maintain and enhance water quality)	14,894 curb miles/year	23,944 curb miles/year
Sidewalks Repaired	18,696 linear feet/year	32,231 linear feet/year
Trees Planted	501/year	97
Trees Trimmed	5,954/year	6633
Potholes Fixed	2,679/year	2,226/year
Pavement Markings Painted	28,030 linear feet & 11,043 symbols/year	29,500 linear feet & 11,250 symbols/year
Graded Roads Repaired	376,222 square feet/year	787,714 square feet/year
Handrail & Guardrail Replaced	5,204 linear feet/year	7,244 linear feet/year
Right-of-Way Mowing (In-house, contractual & slope)	14,497 acres/year	22,065 acres/year
Mosquito - Fogging	180,056 acres/year	180,198 acres
Mosquito - Aerial Larviciding	17,998 acres/year	17,457 acres/year
Mosquito - Ditches Treated	2,259,990 linear feet/year	3,446,640 linear feet/year

Levels of Service

Arterial and Residential Roadway Pavement: A Pavement Condition Index (PCI) of >70 is maintained for arterial roadways and a PCI of >65 for is maintained for other roadway types.

Bridges: Preventative maintenance/inspections are done once per year, maintaining an average Bridge Health Index >80.

Community Rating System: A community rating of 5 or lower is maintained.

Dynamic Message Signs: Preventative maintenance is done once per year.

Emergency Work Requests: Emergency work requests are investigated within 24 hours.

Mosquito Response: Customer service requests are responded to within 24 hours and all sites are visited each quarter.

Municipal Service Taxing Unit (MSTU) Paving Program: Available annual funding for MSTU road paving projects is expended based on funding assigned; and the Level of Service (LOS) provided is in line with the residential PCI.

Permitted Facilities: A 90% permit compliance rate is maintained for all facilities managed by Vegetation Management.

Pothole Repair: Any reported pothole is responded to within 72 hours.

Right-Of-Way Use Permit, Site Plan, Board of Adjustment, and Petition to Vacate Review: Reviews are completed within the established and agreed upon time frames (currently 14 working days).

Right of Way Mowing: Mowing is conducted on a schedule of 14 cycles per year for contracted areas and 11 cycles per year for in house locations.

Roadway Striping: All County maintained roadways are restriped once every 5 years.

Roadway Standards: Criteria followed are in accordance with County and Florida Department of Transportation (FDOT) standards for safe passage on roadways and sidewalks. The Department completed a Transportation Design Manual in 2021, which serves as a reference document and includes a section on Complete Streets.

Sidewalks: All sidewalks are inspected once every 5 years. In FY21 the Board of County Commissioners authorized \$4M over two years to address the sidewalk maintenance backlog and approved additional staff and equipment resources to prevent a significant backlog from reoccurring. Further, American Rescue act funding is being used to conduct a sidewalk assessment program for more efficient asset management and ADA compliance.

Signals: Preventative maintenance is done once per year (FDOT requirement is once every 2 years).

School Flashers: Preventative maintenance is done once per year.

Signal Timing: All traffic signal timing is re-evaluated every 4 years.

Street Sweeping: Street sweeping is conducted at a rate of 12 cycles per year for arterials, 6 cycles per year for local roads, and 52 cycles per year for the Bayside Bridge.

Stormwater Design Level of Service: The LOS criteria, as established in the County Stormwater manual, is followed for stormwater design.

Stormwater Infrastructure Corrective Maintenance: At a minimum, all pipes, structures, and open conveyances are maintained once every 10 years and to the BCC approved LOS B.

Subdivision Plat Review: Performed by a Professional Surveyor and Mapper or Professional Licensed Surveyor for conformity per Florida Statutes 177.071; in support of Development Review Services and Pinellas County Code of Ordinances.

Traffic Cameras: Preventative maintenance is done once per year.

Traffic Signs: Preventative maintenance is to be completed once per year; however, this LOS is not being achieved given the lack of available resources.

Transportation Investigations: Transportation investigations are completed within 44 days.

Tree Replacement: Impacted trees are replaced one for one in accordance with Chapter 166 of the Pinellas County Land Development Code (LDC).

Performance Measures and Work Plan

The Department updates and maintains performance measures and work plan assignments tied to the strategic goals outlined in the [County's Strategic Plan](#). On a quarterly basis, the Department reviews its performance measures as well as progress towards completing the annual work plan. The review sessions allow the Public Works team to recognize goals achieved in a particular area and also allows the Department to align resources to areas that may need some assistance. A [Performance Dashboard](#) and [work plan progress report](#) are maintained on the Department's SharePoint.



Strategic Planning Process

From October 2021 – January 2022, Public Works went through a full Strategic Plan refresh including updates to the Department’s mission, vision, and values, SWOT analysis, and levels of service and performance measures. The process was kicked off at a one-day retreat with the Department’s executive leadership team, communications manager and partners including the Office of Management and Budget, the Sustainability and Resiliency Coordinator, and our Human Resources Business Partner. The retreat was facilitated by staff from Human Resources and Strategic Performance Management (SPM). Prior to the retreat, all participants were asked to complete various assignments including a SWOT analysis and mission, vision, and values exercises. Completing these efforts in advance allowed for more in-depth discussions during the retreat. This in-person event was the first since the COVID-19 pandemic had impacted our day-to-day operations so team building work was incorporated throughout the day as a way to reset and refocus. After this event, four employee teams representing every division and all levels went through a similar process. These engagements were facilitated by a team that included the Public Works Director, Deputy Director, a Division Director, and staff from SPM. The discussions also included the 2021 Employee Voice Survey results. After the information was compiled from all five teams, follow up sessions were conducted to present the feedback, to discuss, and develop recommendations for the mission, vision, and values and to determine next steps for the employee voice survey feedback.

Drafts of the mission, vision, and values were sent out via a Microsoft Forms survey to complete the process. The feedback received showed support for the draft mission and vision as proposed and as a result of feedback on the departmental values, a fifth value was added to the original four. Lastly, an internal communications working group was formed to address key issues identified during the employee voice survey discussions.

Public Works Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Strengths (Internal - what we do well, resources we draw from)

- Career Ladders –ability to grow
- Staff is talented and diverse (Broad range of skilled professionals)
- Staff work and coordinate well together
- Strong and healthy budget, easy to get what is needed for the job
- Inhouse (On the Job) training and coaching
- Internal and external education opportunities
- Right equipment and technology for the job
- Efficient, timely, and responsive customer service
- Respond well to emergencies, responsive, everyone steps up
- Variety of external collaborative partnerships
- Strong internal partnerships (Departments and Divisions)
- Good organizational culture

Weaknesses (Internal – where can we improve, resource needs)

- Communication between departments –silos
- Communication to the public -too much technical jargon/not enough public awareness
- Changing processes – difficult to remember
- Unified project management system
- Succession planning and management
- Recruitment and retention
- Time to shadow staff for training or to cross train
- Understaffed –Impacts workload, sick time, and vacation
- Low morale

Opportunities (External – opportunities and trends to take advantage of)

- Staff training across all Departments
- New and emerging funding sources
- Succession planning and career ladders
- New technologies –social media recruitment, drones, etc.
- Improve communications to citizens –promote projects, initiatives, and “wins”/increase transparency/unified messaging
- Enhanced collaborations with municipalities and partners
- Public support for sustainability initiatives

Threats (What threats could cause bad outcomes, harm, or expose weaknesses)

- Experienced staff retirements – lack of knowledge transfer
- Climate change and sea level rise - inability to implement adaptive solutions
- Inability to secure adequate funding –Gas Tax
- Increasing population/development –hard to mitigate issues
- Hiring competition/lack of qualified applicants
- Citizen perception/negative feedback
- Economic downturn
- Increased costs of goods and services/shortages
- COVID-19

Short- & Long-Term Goals

Strategic goals are categorized in five areas that are consistent with the [County's Strategic Plan](#). The Department's goals are classified as either short or long term. Short-term goals encompass a period of 1-3 years and tend to be more specific in nature. Long term goals encompass a period of 3-5 years. Goals in this area are more general in nature but provide a long-term vision for the Department's objectives. Public Works has developed a [Work Plan](#) that identifies specific initiatives/activities that the department will complete that will help us reach our goals and improve organizational performance.

Short Term Goals (1-3 years)

Create a Quality Workforce in a Positive, Supportive Organization

- Ensure all eligible employees are enrolled in a career path or career ladder program to support professional development and to prepare staff for the next level.
- Set performance expectations for all employees.
- Ensure all staff receive regular performance feedback throughout the year.
- Work with employee voice teams to identify key issues and develop strategies for improvement.
- Decrease the number of preventable accidents by 15% annually Department wide.
- Increase driver safety through use of vehicle GPS data including monthly updates on driver safety measures.
- Ensure the Department achieves OSHA compliance within 3 years.
- Develop and implement an Engineering Trainee Program.

Ensure Public Health, Safety, and Welfare

- Reduce number of problematic mosquitoes (e.g., disease carriers, prolific breeders).
- Maintain waterway markers and remove derelict vessels to ensure safe, navigable waters.
- Maintain recreational water quality information on the Water Atlas to inform the public of potential health risks.
- Maintain Pavement Condition Index of county-maintained roadways to the approved LOS.
- Provide and expand multimodal transportation opportunities.
- Complete Safe Routes to School sidewalk gaps.
- Complete sidewalk assessment project and ADA transition plan updates.
- Implement and maintain the sidewalk program at the approved LOS.

Practice Superior Environmental Stewardship and Resiliency

- Incorporate green infrastructure Best Management Practices into capital projects.

- Maintain the County Shore Protection Program with the USACE to provide wide, sandy beaches.
- Protect coastal resources and related public recreational opportunities.
- Increase community participation in the Adopt-A-Pond Program.
- Support the goals of the Pinellas County Wastewater/Stormwater Partnership.
- Complete first ENVISION rated capital project at the bronze certification level.
- Incorporate ENVISION principles in capital planning.
- Implement the traffic signal mast arm hardening plan.
- Plan for charging infrastructure at Public Works facilities.
- Replace eligible vehicles and equipment with hybrid and electric alternatives.
- Ensure capital projects and studies incorporate sea level rise and coastal storm surge analysis and adaptation recommendations.
- Develop and implement public facing water quality performance measures by December 2022.
- Expand the use of living shorelines, dunes and natural systems approaches to protect and enhance our natural resources.

Foster Continual Economic Growth and Vitality

- Focus efforts involving road resurfacing and pedestrian connectivity in underserved communities.
- Ensure the surface water assessment program achieves the approved LOS.
- Update asset inventories for all asset types including condition assessments for each asset within the next three years.
- Complete asset management plans by December 2022.
- Maintain safe and efficient transportation facilities using best management practices.
- Develop and implement a public facing dashboard by FY23 that shares real time traffic flow and safety information.
- Continue partnership with Creative Pinellas to incorporate art & infrastructure as part of the graffiti abatement program.
- Execute the Pinellas Connected Community Project by FY25.
- Develop an Infrastructure Report Card for key departmental assets and submit for approval to ASCE.
- Develop a Fiber Optic Cable Governance Plan by 2022.

Deliver First Class Services to the Public and Our Customers

- Maintain a Community Rating System rating of at least a 5.
- Reduce backlog of work requests by 15% from the same time in the previous year.
- Develop and implement a project management manual and system to ensure consistent project delivery and to provide a training resource for new staff.
- Develop capital delivery performance measures by FY23.

- Efficient review, response, and inspection of Right-of-Way and Water and Navigation permits and asbestos notifications.
- Support initiatives, programs and projects that improve travel times and enhance travel options within the Tampa Bay area.
- Develop a Public Works Communications Plan that ensures consistency in public engagement in projects and programs.

Long Term Goals (3-5 years)

Create a Quality Workforce in a Positive, Supportive Organization

- Recruit and retain a highly skilled and diverse workforce.
- Expand succession management and internal advancement opportunities within the Department.
- Expand internship opportunities.
- Develop and implement additional cross-training opportunities.
- Continue to develop resources and tools to support a hybrid work environment.

Ensure Public Health, Safety, and Welfare

- Complete the Pinellas Trail Loop.
- Provide a proactive sidewalk maintenance program to reduce accidents and increase safety.
- Pursue grants to expand trail overpasses at priority locations.

Practice Superior Environmental Stewardship

- Utilize new and emerging technologies to reduce impacts on the County's natural resources.
- Develop and implement Total Maximum Daily Load (TMDL) plans to improve water quality in our lakes, streams and bays.
- Reduce the Department's carbon footprint through documented initiatives.
- Expand community-based tree planting programs to reduce heat island impacts and improve the built environment.
- Ensure all capital projects and plans assess and adapt to risks from climate change including sea level rise, storm surge, heat island impacts, and increasing rainfall.

Foster Continual Economic Growth and Vitality

- Update asset management plans for all assets managed by the department and ensure resiliency assessments are included for all asset types.
- Accommodate for sea level rise and climate change in operation and maintenance programs.
- Continue proactive implementation of technology to improve transportation safety.
- Develop plan for full implementation of fiber network to support non-transportation related public uses.

Deliver First Class Services to the Public and Our Customers

- Maintain a robust Public Works education and outreach program.
- Monitor and report capital program delivery progress for on time and on budget.
- Implement expanded service contracts with all municipalities within the County or other agencies to provide more cost-effective service delivery.

FY2022 Accomplishments

- In FY22, approximately 80 lane miles of milling and resurfacing will be completed on roadways throughout the county as part of the Pavement Preservation Program.
- Received a 2021 Urban and Community Forestry Grant for \$21,250 from the Florida Forest Service (FFS), a division of the Florida Department of Agriculture and Consumer Services (FDACS), to conduct a Tree canopy assessment
- Earned the Arbor Day Foundation's designation of Tree City USA for the fifth year and a Growth Award for its commitment to effective urban forest management. Although more than 150 Florida communities received the Tree City USA designation, Pinellas is one of only four counties in the state that were honored.
 - Tree City USA: 5 years
 - Growth Award: 3rd year
 - Tree Cities of the World: 3rd year
- The Adopt-A-Pond program facilitated improvement of 17 community ponds
- Public Works received a \$129,000 grant in FY22 to install wave attenuation barriers at Philippe Park as part of the County's overall resiliency efforts. Nearly 200 volunteers helped install 1,800 oyster shell bags and plant 3,500 marsh grasses at Philippe Park to improve habitat and shoreline resilience (as of 4/14/2022; will increase after July).
- Received \$1,001,000 in grant funding through Forward Pinellas for the 62nd Avenue Complete Streets Construction Project and the Whitney Road Complete Streets Planning Study.
- Received \$1,164,500 in Southwest Florida Water Management District (SWFWMD) Cooperative Funding Initiative (CFI) grants for Preliminary Engineering Studies and Construction of five projects to improve flood protection, improve water quality and enhance habitat.
- Received a \$17,120,395 Community Development Block Grant (CDBG) for the Joe's Creek Greenway Restoration Project to improve floodplain capacity and water quality while offering recreational opportunities, supporting multimodal transportation, and creating improved resilience to flooding impacts for low- to moderate- income residents of Pinellas County
- Received \$100,000 from the Tampa Bay Estuary Program to remove exotic vegetation and restore native habitat in Old Tampa Bay near Roosevelt Creek
- Completed the roadway transfers for the cities of Clearwater and Largo, with the City of Seminole pending. This will complete the Phase 1 transfers. The goal of this phase of the program is to make clear each agency's maintenance responsibilities, transferring logical road segments through mutual agreement without increasing the maintenance burden to any agency. We have been working on these Phase 1 transfers since 2017.

- Completed the upgrade of the County's traffic signal system software in FY22.
- Public Works, in partnership with Pinellas Technical College's Public Works Academy and Pinellas County Human Resources, hosted five new interns in FY22. These paid internship opportunities allow qualified Academy students to earn their required internship hours with opportunities for hands-on learning and practical experience. The mission of the program is to build a more qualified workforce by providing training to current and potential public works employees. It also serves to attract qualified candidates for open Public Works positions, which assists in reducing the number of vacancies for entry-level work activities.
- A Trail Visioning document was completed to identify the existing and future needs and wants for the Pinellas Trail. The document covers maintenance, design standards, signage, amenities, and safety. It was the result of extensive collaboration with local municipalities and the public.
- Internally, Public Works had been undertaking initiatives to document policies and processes, develop and share data through dashboards, communicate more effectively, and improve efficiencies throughout the department. Additionally, the Public Works SharePoint Site has been undergoing major changes to improve distribution of information to employees and make tools more readily available. Some of these tools include data dashboards that present information from production rates of operational units to spending patterns to equipment/device usage. These dashboards help provide managers with tools to improve decision making and understand through data what is happening throughout the department.
- Conducted an electric bicycle survey where 2,000+ trail users participated. The survey gauges citizen interest on the use of e-bikes on the Pinellas Trail.
- Completed site visits at 100+ schools to assess transportation issues in addition to multiple school safety evaluations.
- 1,000+ bright and reflective safety devices, distributed to our community's vulnerable bicyclists and pedestrians who are limited in their transportation choices and school students through community events and partnerships. 1,000+ educational materials were also distributed, including the Move Safe, Pinellas activity book, the bookmark/ruler, and the tip card. 100+ kids fitted with a free helmet by County staff.
- Kids at High Point Neighborhood Family Center, Palm Harbor CSA, Gulfport and Sandy Lane Elementary received free helmets and safety devices from County staff as part of the Move Safe, Pinellas outreach and education program.
- A new mural located south of Sutherland Elementary on Belcher Road in Palm Harbor was completed this year. The program partnered with Pinellas County Schools to involve the students of Sutherland Elementary in the painting of the mural. This year's program will also include the wrapping of traffic signal cabinets in unincorporated Pinellas County. The Graffiti Abatement program deters graffiti vandalism and brightens our public spaces.

- The unincorporated area of Lealman received a community-wide branding that included a new logo and street signage. The branding will offer residents solidarity, pride, and a unique identity.
- As part of maintaining our network of 149 bridges, Pinellas County is replacing the Westwinds Drive and Crosswinds Drive bridges in coastal Palm Harbor. Westwinds bridge is open and nearly completed. Crosswinds bridge will be completed this fall.
- Pinellas County and the Florida Department of Transportation installed a fully operational traffic signal on SR 580/Skinner Boulevard at the Pinellas Trail in Dunedin. As a pilot project, a traffic control indication light specifically for bicycles on the Pinellas Trail was also added to alert trail users of when it is safe to cross. The use of this new technology in the County is to promote safety and encourage all road and trail users to obey traffic rules.
- Pinellas County performed its first Rehabilitation, Resurfacing, and Restoration (RRR) project involving approximately 49 lane miles of arterial, collector, and local roadways. The project involved repair and construction of sidewalk, improvements to curb ramps to meet ADA standards, drainage improvements, and resurfacing of the roadways. This project began construction at the beginning of FY21 and was completed in the first quarter of FY22.
- Pinellas County has an extensive Intelligent Transportation System (ITS) network with many of the County and State arterial roadways outfitted with fiber optic cable and Advanced Transportation Management System (ATMS) devices. The network was expanded with the completion of the 49th Street, Alt 19 South, and Phase 3 ATMS projects in FY22.
- The County has been working with CSX for many years to improve the railroad crossings on County roadways. The design and construction of these projects have relatively short timeframes; however, coordination and scheduling typically takes several months. Replacement of the rail crossing on Keene Road will be completed in the fourth quarter of FY22.
- In FY 22, the 131st Street North at 86th Avenue North Intersection Improvements Project is nearing completion. The project provides improved traffic and pedestrian safety conditions to the students and staff at Seminole High School, Seminole Middle School, Bauder Elementary School, and Richard O. Jacobson Technical High School. In addition, the residents within the adjacent neighborhoods benefit from these traffic and safety improvements.
- The Crystal Beach Paving & Drainage Improvements Project is on track to be completed at the end of August. The project involved re-constructing existing asphalt chipped roads to County standards along with the installation of roadside swales with ditch bottom inlets. The new drainage system eliminates road and structure flooding and also provides improved water quality to the stormwater that outfalls into Sutherland Bayou.
- The Pinellas Trail Loop North Gap construction will be completed in Summer 2022, with the exception of the pedestrian bridge over Lake Tarpon Outfall. The soon to be

completed segment of the Pinellas Trail runs 6.8 miles from Enterprise Road in Clearwater to John Chesnut Park in the East Lake area of unincorporated Pinellas County with large segments within the Duke Energy corridor.

- The Ibis Pond project replaced the existing outfall and improved water quality by providing treatment for neighborhood stormwater runoff prior to flowing into the pond and ultimately into Boca Ciega Bay. The project also includes bioswales in the rights of way in front of participating residences to provide stormwater conveyance and treatment. A nutrient-removing baffle box at the pond inlet and a pond littoral shelf also act to improve water quality.
- The County's first Regional Stormwater Credit System became available this year providing stormwater assistance to development in the Sawgrass Lake portion of the Lealman CRA. This framework will be applied to future regional stormwater facilities throughout the County.
- A sidewalk backlog reduction project was implemented in June 2021 to address sidewalk backlog. This is a 24-month project that is scheduled to end June 2024. The first 12 months of the project has yielded a 59% reduction rate.
- In FY22, Public Works engaged with more than 720 citizens through 24 events, classes, and presentations, as of mid-April. The Environmental News Facebook page reached more than 15,000 people and has 9,745 total followers as of April 2022. The Pinellas Water Atlas showed a 71% increase in new visitors to the site with visits through March 2022. Citizens and multi-modal road users were engaged through weekly social media messaging and videos via #MoveSafePinellas and #TransportationTuesday.

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Thank you to all the Public Works employees and partners who helped with this plan!

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