



**PALM BEACH COUNTY
ENGINEERING AND PUBLIC WORKS**

STRATEGIC PLAN

ENGINEERING INFRASTRUCTURE FOR THE FUTURE!

2023-2027



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MOVING FROM OUTSTANDING TO A CULTURE OF EXCELLENCE!



Palm Beach County Administrator
Verdenia C. Baker

The County Administrator manages an annual budget of nearly \$4.5 billion and oversees approximately 6,400 employees in more than 30 departments, divisions and offices. Together, they must work in concert to provide quality services, programs and information to the residents of Palm Beach County.

In November 2018, the Board of County Commissioners (BCC) allowed County Administrator Verdenia Baker to redefine the County's Vision and Mission to better align with the County's current trajectory. Six Strategic Priorities were also identified and serve as the basis for all County Departments to follow in their own strategic plans. Cross - Departmental Teams were created to address these strategic priorities.



For more information, please contact Dr. Keith A. Clinkscale, OFMB Strategic Planning and Performance Management Division Director, at (561) 355-4075.

ORGANIZATIONAL CHART



BOARD OF COUNTY COMMISSIONERS
 Gregg K. Weiss, Mayor
 Maria Sachs, Vice Mayor
 Maria G. Marino
 Michael A. Barnett
 Marci Woodward
 Sara Baxter
 Mack Bernard

COUNTY ADMINISTRATOR
 Verdenia C. Baker

ASSISTANT COUNTY ADMINISTRATOR
 Patrick Rutter

DEPUTY COUNTY ENGINEER
 Joanne Keller, P.E.

EXECUTIVE ASSISTANT
 Luisa Alarcon

ADMINISTRATIVE SERVICES
 Alexis T. Willhite, Director

FISCAL MANAGER
 Johnathan Blanco

PUBLIC INFORMATION SERVICES MANAGER
 Laura Clersaint

CONSTRUCTION COORDINATION
 Albert Hoffman, Director

John Kopelakis, Chief Construction Coordinator

Zach King, Chief Construction Coordinator

LAND DEVELOPMENT
 Scott Cantor, P.E., Director

LAND DEVELOPMENT
 Olive Bailey, P.E., Assistant Director

PLATTING
 Vacant, Senior P.E. Manager

PERMITTING
 Patrick Lear, Senior P.E. Manager

ZONING
 Werner Vaughan, P.E. Manager

ROADWAY
 Morton Rose, P.E., Director

ROADWAY
 Kathleen Farrell, P.E., Assistant Director

LOCAL ROADS
 Kristine Frazell-Smith, Senior P.E.

THOROUGHFARE ROADS
 Maroun Azzi, Senior P.E.

SPECIAL PROJECTS
 Will Carey, Senior P.E.

CONTRACTS
 Holly Knight, P.E., Manager

RIGHT OF WAY
 Tripp Cioci, MPA, Manager

ADMIN SUPPORT
 Vanessa Jagoo

SURVEY
 Craig Pusey, Director

Manager Land Survey,
 Vacant

Land Surveyor, Registered
 Gary Wheeler

Land Surveyor, Registered
 Larry Fish

Land Surveyor, Non-Registered
 Scott Adams

Land Surveyor, Non-Registered
 Todd Pethick

Land Surveyor, Non-Registered
 Tim White

DEPARTMENT OF ENGINEERING AND PUBLIC WORKS

January 19, 2023

Members of the Executive Team
shown in red boxes

COUNTY ENGINEER
David Ricks, P.E.

ASSISTANT COUNTY ENGINEER
Steven Carrier, P.E.

TRAFFIC
Mo Al-Turk, P.E., Director

STREETSCAPE SECTION
Carl Bengtson, Manager

**LANDSCAPE
COORDINATOR**
Mike Rawls

ROAD & BRIDGE
Adam Faustini, Director

ROAD & BRIDGE
Dan Doyle, Assistant Director

TRAFFIC OPERATIONS
Marc Alicea, Superintendent

TRAFFIC
Melissa Ackert, P.E.,
Assistant Director

**TRAFFIC SIGNAL AND
LIGHTING DESIGN**
Fattoush Jafar, Manager

May Cheng, Senior P.E.

**TRAFFIC ENGINEERING
STUDIES**
Fadi Nassar, P.E., Manager

TRAFFIC DATA
Rob Patane, Supervisor

TRAFFIC ACCIDENT RECORDS
Maritza Lara, Coordinator

GROWTH MANAGEMENT
Quazi Bari, Manager

PERMIT PLAN REVIEW
Bogdan Piorowski, Senior P.E.

TRAFFIC SIGNAL SYSTEMS
Rasem Awwad, P.E., Manager

SIGNAL TIMING
Lee Gao, Senior P.E.

ITS UTILITY
Rick Sutton, Coordinator

ITS SYSTEMS ADMIN
Robert Hendrickson,
Systems Admin

SIGNAL SHOP
Scott Philbrick, Supervisor

SIGN SHOP
William Kennedy, Supervisor

STRIPING SHOP
Felix Thomas, Supervisor

WAREHOUSE
Trudy Vercryce, Manager

TRAFFIC OPERATIONS
Karen Blanchard,
Asst Superintendent

CONSTRUCTION SHOP
Dan Menn, Supervisor

LINE LOCATES
John Letsch

ROAD SECTION
Craig Lloyd, Superintendent

ROAD SECTION
Brian Powell,
Assistant Superintendent

MAINTENANCE DISTRICT I
Paul Lauth,
Public Works Supervisor

MAINTENANCE DISTRICT II
Lenworth Johnson,
Public Works Supervisor

MAINTENANCE DISTRICT III
Robert Dunker,
Public Works Supervisor

MAINTENANCE DISTRICT IV
Armando Vazquez,
Public Works Supervisor

MAINTENANCE DISTRICT V
Mario Rivero,
Public Works Supervisor

MATERIAL STOCKYARD
Bill Trout,
Public Works Supervisor

STORMWATER OPERATIONS
Cody Hayes,
Public Works Supervisor

WAREHOUSE
Chase Miller, Materials Manager

**SAND TRANSFER
OPERATIONS**
Ronald Bates, Supervisor

CONSTRUCTION PROJECTS
Vacant, Superintendent

CONSTRUCTION PROJECTS
Darren Prainito,
Construction Project Manager

BRIDGE SECTION
Tom Coppini, Superintendent

BRIDGE SECTION
John Myers,
Assistant Superintendent

BRIDGE MAINTENANCE
Jeremy Korzeniewski,
Maintenance Supervisor

BRIDGE MAINTENANCE
Dennis Furney,
Maintenance Supervisor

BRIDGE INSPECTIONS
Mark Davis,
Supervisor

BRIDGETENDERS
Nick Evans,
Supervisor

BRIDGETENDERS
Sue Welch,
Assistant Supervisor

PALM BEACH COUNTY HISTORY

Palm Beach County has an engineer to thank for its creation! After several attempts, over several years beginning in 1907, the state approved legislation on April 30, 1909, that would officially create Palm Beach County on July 1, 1909. The man that successfully spearheaded the lobbying efforts and was able to gather the required votes for Palm Beach County to be created was an engineer named George O. Butler. He would eventually be called the “Father of Palm Beach County” and was truly an engineer by trade. Mr. Butler’s firm worked on road projects such as Conners Highway, which in time became known as Southern Boulevard. Palm Beach County’s secession from Dade County became known as the “County Division Movement.” (Courtesy of the 2010 Spring Issue Tustenegee article written by Debi Murray, Historical Society of Palm Beach County’s Chief Curator, and Archivist, Steven Erdmann)

In 1909, Palm Beach County still included portions of Broward County and Martin County. Broward County was formally established as a county itself in 1915. Palm Beach County’s modern day boundary was created in 1925 when Martin County seceded, according to the Historical Society of Palm Beach County. Since then, Palm Beach County’s boundary has only slightly changed over the years and generally matched what it is today.

The first County Engineer that we are aware of took office in 1911. His name was Charles H. Ruggles. Palm Beach County had at least one more County Engineer, (Roy Goodman) until County Engineer Jacob (Jake) M. Boyd took over in 1926.

In 1930, County Engineer Boyd’s salary was \$4,800 for the fiscal year ending September 30, 1931. For comparison purposes, the County Attorney’s salary at that time was \$4,200, the County Veterinarian, \$1,800; and the County Physician was paid \$2,400 a year. The revenue from gas tax in that same fiscal year was \$38,000.

In January 1963, when George Frost took over as County Engineer from the late Stephen R. Middleton, Mr. Frost’s annual salary was \$13,968.



At that point in 1963, the County was responsible for about 350 miles of roads.

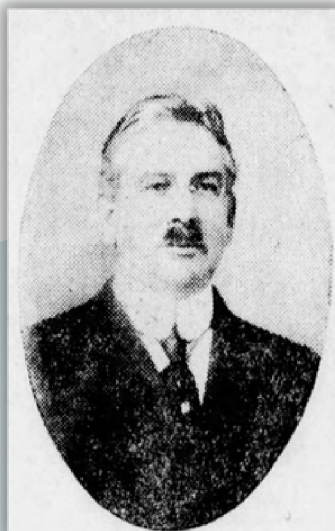
Mr. Frost resigned from his position on September 30, 1968 when his final salary was \$17,784 per year. William Hill resigned from his position as County Engineer in January 1973 with a final salary of \$23,000 per year.

In 1970, when 50 Year employee Mike Ehora began in Traffic Operations in the Engineering Department, it was located at 230 S Congress Avenue with the Signal and Signing shops as well as Road and Bridge crews, Motor Pool and an Engineering Department Auto Body Shop run by Jimmy Duggan. The Traffic Operations group had 7 employees at that time and the offices were located in a barracks building next to the airport, according to the August 10, 2017 Palm Beach Post article "Palm Beach County: Meet the man who shaped your commute."

In 2022, the County is now responsible for 3,500 lane miles of roads... a 1,000% increase from 1963! This is in addition to 40 miles of shell rock roads, 10 miles of asphalt milling roads, 1,130 miles of concrete sidewalks, 190 miles of asphalt pathways, 2,500 acres of mowing, 8 bascule bridges, 1 swing bridge, 1,307 traffic control signal devices with 70 coordinated signal systems, 1,076 traffic signals, 180 CCTV installations and 470 miles of fiber optic communications network for the County's Intelligent Transportation System.

1911 - 1916 Charles H. Ruggles County Engineer - 5 Years
1921 - 1926 County Engineer was Roy Goodman - 5 Years
1926 - 1953 Jacob (Jake) M. Boyd County Engineer - 27 Years
1953 - 1962 Stephen R. Middleton County Engineer - 9 Years
1963 - 1968 George R. Frost County Engineer - 5 Years
1968 - 1973 William E. Hill County Engineer - 5 Years
1973 - 1991 Herb Kahlert County Engineer - 18 Years
1991 - 2017 George T. Webb County Engineer - 26 Years
2017 - Present David L. Ricks County Engineer

First County Engineer
Charles H. Ruggles



Present County Engineer
David L. Ricks



Picture
Courtesy of Palm Beach
Post Article "Director of
Chamber of Commerce"
16 Feb 1927, p11

County Engineer, Executive Team and Division Directors



STRATEGIC PLAN

Engineering and Public Works is proud to serve the public by consistently providing essential and critical services for residents and businesses throughout Palm Beach County. It is essential for a Department of our magnitude and impact to have a guiding principle to ensure we are engineering infrastructure for the future.

Developing a strategic plan is an important act of self-determination. It is a plan for the future that is reflective of the needs and vision of any organization. The plan reaffirms the mission and vision of the Department, prioritizes objectives, and establishes core values to maintain while working towards achieving the vision. The strategic plan also allows the Department to be more accountable and transparent to the community.

This is the third iteration of the Engineering and Public Works' Strategic Plan. It is expected that this guide will lead us through 2027. Our mission is to provide the community with a safe, efficient, and reliable infrastructure. In order to achieve this mission, we have created three strategic teams to oversee each of the guiding principles: safety, efficiency, and reliability. The areas of focus, objectives, and performance indicators we have set will enable our Department to achieve our mission and vision while maintaining our collective core values. This strategic plan is in alignment with Palm Beach County's Mission, Vision, and Core Values. Also, it will help further Palm Beach County's strategic priorities.

The 2023 Engineering and Public Works Strategic Plan has been a collaborative effort of many employees within the Department. We appreciate each member of our team and recognize the hard work which was done to make this a reality.

We don't just do it, we do it better!

ENGINEERING & PUBLIC WORKS

VISION

Engineering Infrastructure for the Future



MISSION

Ensuring Palm Beach County Residents Enjoy Safe, Efficient, and Reliable Infrastructure

CORE VALUES

TEAMWORK

At EPW we work together to solve problems.

INNOVATION

Explore when a better way presents itself.

ACCOUNTABILITY

We always step up to the plate to get the job done. We take ownership and give credit where credit is due.

POSITIVITY

It's an attitude! At EPW, we enjoy what we do and take the time to celebrate with our team.

QUALITY

We take pride in what we do. We strive to be professional, thorough, careful and courteous.

INTEGRITY

We conduct ourselves in an ethical, moral, honest and honorable way.

CROSS DEPARTMENTAL TEAMS

SIX TEAMS, ONE MISSION

ECONOMIC DEVELOPMENT

Promote economic revitalization, business development and retention by driving the creation of employment opportunities while reducing disparities and improving the quality of life for everyone.

Economic Development Team:

Co-leaders Sherry Howard (Housing and Economic Development) Paul Connell (Parks & Recreation) and Ike Powell (Youth Services Department)



ENVIRONMENTAL PROTECTION

Promote programs and activities that protect, preserve and enhance natural resources while providing sustainable living and developing a climate of resilience.

Environmental Protection Team:

Co-leaders Matt King (Environmental Resources Management), Natalie Frendberg (Office of Resilience), Katelyn Armstrong (Office of Resilience) and Ron Rice (Cooperative Extension)

HOUSING/HOMELESSNESS

Promote the quality of life through targeted programs that address the housing and homelessness needs of the residents of Palm Beach County.

Housing & Homelessness Team:

Co-leaders Wendy Tippet (Community Services), Adam Davis (County Library) and Carlos Serrano (Housing and Economic Development)



INFRASTRUCTURE

Provide and maintain the needed structures, systems and transportation services that establish the foundation required to enhance the quality of life of every resident.

Infrastructure Team:

Co-leaders David Ricks (Engineering and Public Works), Ali Bayat (Water Utilities) Regina Hagger (Information Systems Services), and Jake Leech (Office of Resilience)

PUBLIC SAFETY

To ensure a safe, secure and peaceful community.

Public Safety Team:

Co-leaders Dr. Casey Messer (Community Services Department), Rob Shelt (Public Safety Department) Jimmy Davis (Parks & Recreation) and Rochelle Wolberg (Cooperative Extension)



SUBSTANCE USE AND BEHAVIOR DISORDERS



To address the substance use crisis and behavior disorders by providing evidence-based prevention, medication-assisted treatment, and recovery support services.

Substance Use and Behavioral Disorders Team: Co-leaders Dr. Twila Taylor (Youth Services Department), John Hulick (Community Services Department), and Lauren Young (Fire Rescue)

TEAM OVERLAP IN GOALS

Engineering and Public Works is proud to serve on two Departmental Teams: The Infrastructure and the Environmental Protection Team.

Environmental Protection ✓

EPW team members include:
Steve Carrier and Will Carey

Infrastructure ✓

EPW team members include:
David Ricks,
Mo Al-Turk and
Mary Brodbeck

Cross-Departmental Teams

	ECONOMIC DEVELOPMENT	HOUSING/ HOMELESSNESS	ENVIRONMENTAL PROTECTION	INFRASTRUCTURE	PUBLIC SAFETY	SUBSTANCE USE & BEHAVIOR DISORDERS
Airports	✓			✓	✓	
Community Services	✓	✓			✓	✓
Cooperative Extension	✓	✓	✓		✓	✓
Criminal Justice Commission		✓			✓	✓
Engineering & Public Works			✓	✓		
Environmental Resources Management			✓			
Equal Business Opportunity	✓					
Facilities Development & Operations	✓		✓	✓		
Fire Rescue	✓	✓		✓	✓	✓
Housing & Economic Sustainability	✓	✓		✓		
Human Resources	✓					
Library	✓	✓		✓	✓	✓
Medical Examiner's Office						✓
Office of Community Revitalization	✓	✓	✓	✓		✓
Office of Resilience			✓	✓		
OFMB	✓	✓	✓	✓	✓	✓
Palm Tran			✓	✓		
Parks and Recreation	✓	✓	✓	✓	✓	✓
Planning, Zoning & Building	✓	✓	✓	✓	✓	✓
Public Safety	✓	✓			✓	
Risk Management				✓	✓	✓
Tourist Development Council	✓			✓		
Water Resources			✓	✓		
Water Utilities			✓	✓		
Youth Services	✓	✓			✓	✓

* Cross Departmental Teams for Each Strategic Priority

Supporting Departments to the Teams:

- Administration
- Equal Opportunity
- Information Systems Services
- Legislative Affairs
- Public Affairs
- Purchasing

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT



OVERSEES



- 10 miles of asphalt milling roads
- 1,130 miles of concrete sidewalks
- 190 miles of asphalt pathways



- 1,307 traffic control signal and flasher devices with over 70 coordinated traffic signal corridors
- 850 traffic signals with real-time monitoring (on-line)
- 180 CCTV installations
- 470 miles of fiber optic communications for Intelligent Transportation Systems (ITS) network



- 2,500 acres of right of way to mow
- Maintain 7,913 beautification trees
- Maintain over 150 miles of beautified median landscaping on State thoroughfare roadways

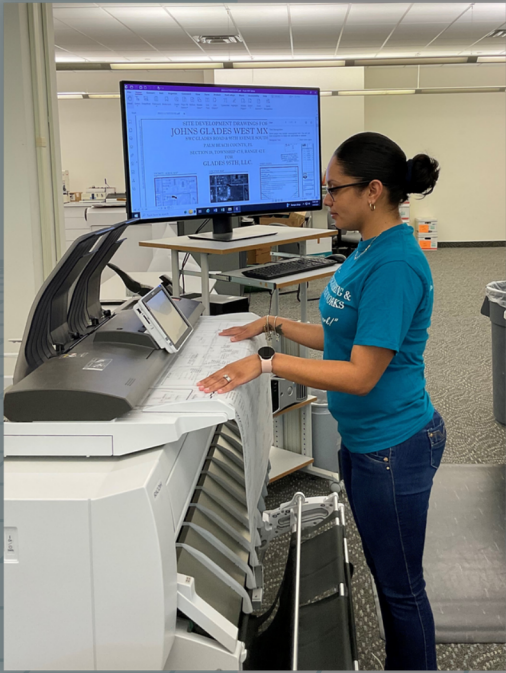
DEPARTMENT SUMMARIES

EXECUTIVE OFFICE

Responsible for Engineering and Public Works Action Center inquiries. Act as the management arm for the entire Department and the liaison between County Administration and the rest of the Department.



ADMINISTRATIVE SERVICES



The Division oversees all personnel related functions and is responsible for Department-wide Policies and Procedures. It serves as the coordinator for information technology and facility needs.

The Fiscal Section is responsible for the Department's fiscal activities including revenue, grant, operating and capital budgets, grant management, accident billing, daily cashiering functions, establishing fiscal controls, developing and maintaining accounting systems and reports and purchasing.

The Public Information Services Section is responsible for record keeping of our road plans and responding to public information requests. It also serves as a printing and scanning hub for the entire Department.

CONSTRUCTION COORDINATION

Administers and coordinates the construction of all County projects for thoroughfare roads, bridges, minor street improvements, and Department of Housing and Economic Development projects. Ensures that County, State, and required standards and specifications are applied and adhered to and presents final project acceptance to the Board of County Commissioners, upon completion of the projects. Inspects permits issued by other Divisions for completion.



LAND DEVELOPMENT



Processes permit applications and reviews construction plans and plats for residential and commercial subdivisions, drainage facilities, and other construction within County rights-of-way. Reviews and prepares recommendations for approval on all re-zoning and site plan applications; ensures developments conform to the County's Unified Land Development Code (ULDC); processes, reviews, and comments on all subdivision variance applications; processes all abandonment requests; processes, reviews, and approves acceptable base building line waivers and easement encroachments; and provides reviews for proposed revisions to the County's ULDC and Comprehensive Plan.

ROAD & BRIDGE

Maintains all County-owned roads, bridges, pathways, storm drainage systems, sidewalks, drainage ditches, guardrails, and retention/detention ponds. The division develops and manages a road resurfacing program, maintains and operates nine movable bridges, oversees the inspection process for all County owned bridges, and operates the north and south inlet sand transfer pumping stations.



ROADWAY PRODUCTION



Administers, coordinates, schedules, and monitors the design, right-of-way acquisition, preparation of contract documents, bidding, and construction of the County's Five Year Road Program. Administers Consultant Competitive Negotiations Act (CCNA) Program; coordinates bid and award of Annual Construction Contracts; reviews Land Development permit application plans, subdivision plats, zoning and site plan applications to ensure compliance with all applicable codes and standards.

STREETSCAPE

Provides well-designed and sustainable beautification in the medians of 150 miles of unincorporated thoroughfare roadways in order to supplement the urban forest and to enhance our environment.

Through design, implementation and maintenance of appropriate and aesthetically pleasing enhancement projects, the driving experience is enhanced for those traveling the beautified roads. Streetscape also controls and monitors irrigation systems using remote sensing technology that maximizes the system's efficiency and conserves water. Streetscape's beautification projects have environmental benefits sequestering over 100 tons of carbon per year and providing a net cooling effect of 85,000 room-sized air conditioners operating at 20 hours per day.



NEW

SURVEY



In order to address the needs of the Department as well as the County and ensure that the control network is continuously maintained, County Administration agreed to create a brand new division within the Department; led by the newly created County Surveyor position. This division provides a full range of surveying services for parks, roadway design, county airports, environmental resource management, FEMA, county real estate acquisitions, Palm Beach County Sheriff's office and infrastructure projects throughout Palm Beach County. Maintains and coordinates a county wide network of horizontal and vertical control monuments that is utilized by both the public and private sector for projects throughout Palm Beach County. This control network helps surveyors maintain consistency along historical boundary lines and for future design considerations and is one of the largest networks in the State of Florida. Reviews subdivision plats, boundary surveys, legal descriptions, easements, lot combinations, minor subdivisions, right-of-way dedications, abandonments and development reviews for new projects to ensure they meet county and state compliancy code requirements. Staff works with Planning and Zoning to map approved Development Review Surveys for new project applications into the GIS database for design considerations throughout the county.

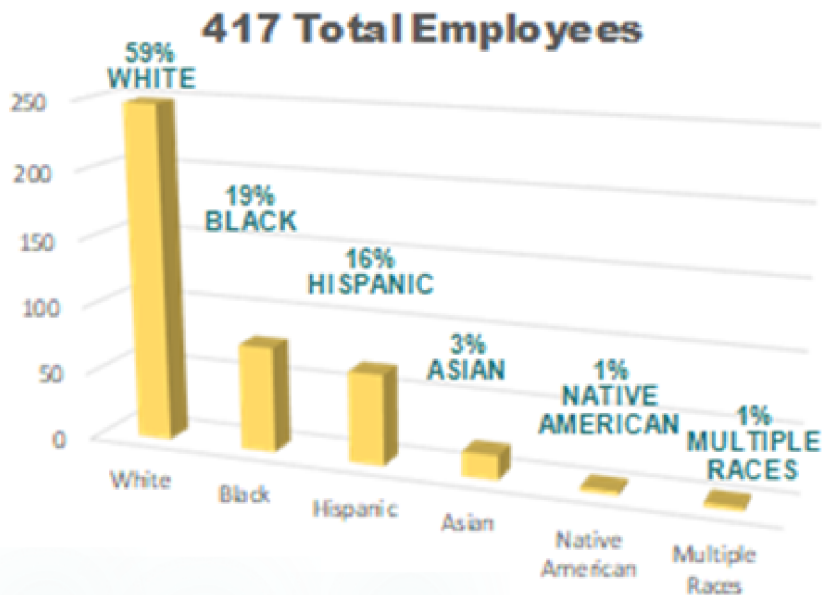
TRAFFIC

Provides for the safe and efficient movement of traffic on roads under the jurisdiction of the County through professional traffic engineering. Applies best engineering practices for design, installation, and operation of traffic signals; provides active arterial traffic management, maintains traffic volume and crash data, street lighting, pavement markings and signing. Reviews design plans for compliance with the current County standards and specifications and provides engineering input to major road construction projects, land development, site planning, and transportation planning.



WORKFORCE PROFILE

The foundation of the Department of Engineering and Public Works (Department) is comprised of a highly skilled and diverse workforce. The population in Palm Beach County has increased 13% over the past ten years from 1,320,134 in 2010 to 1,492,191 in 2020. To keep up with the growing demands, the Department has increased its number of positions and implemented several initiatives in order to continue providing high quality services.



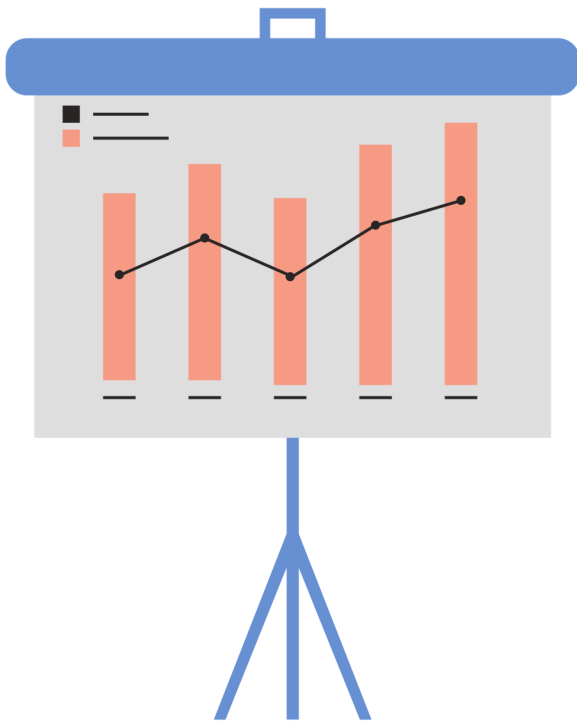
**22 %
FEMALE**



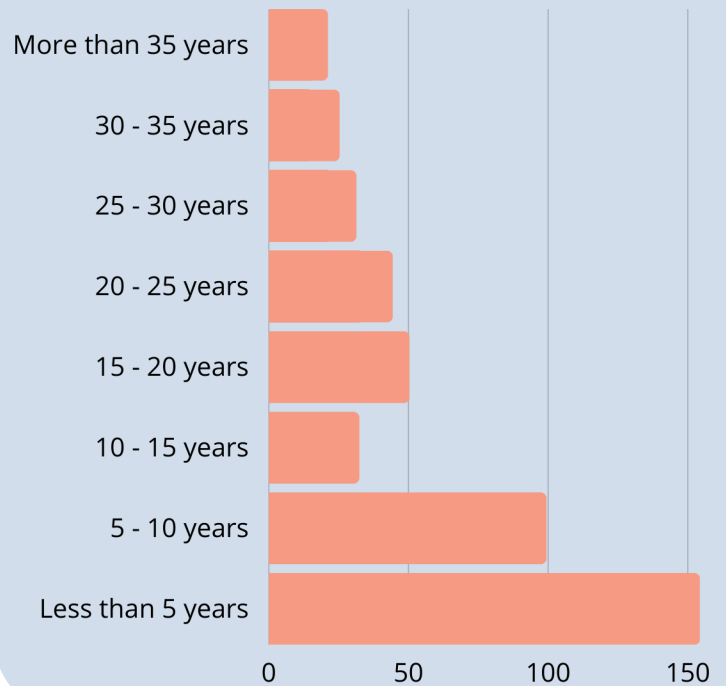
**78 %
MALE**



2022 SNAPSHOT



Tenure with PBC



Number of Positions

2019 458

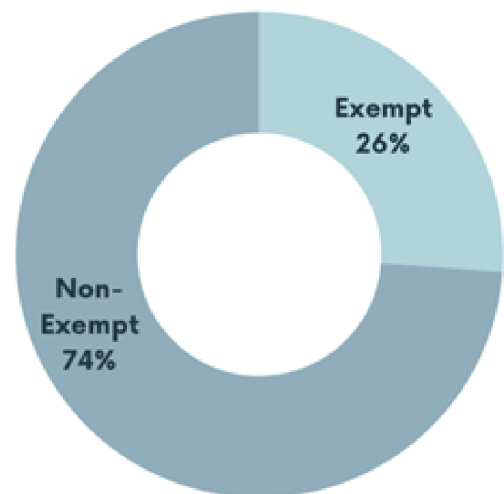
2020 465

2021 469

2022 469

2023 469

Exempt & Non-Exempt



PERFORMANCE

Permits Aproved

Approved Permits

1,221

in 2022

+280
since
2021



Total number of Right of Way, Drainage Review, Utility and Landscape permit applications approved by the Land Development Division.

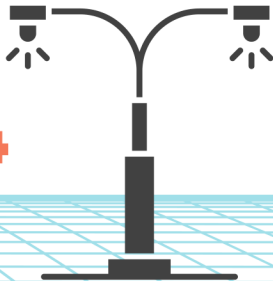
Paved Roads	2019	2020	2021	2022
County Lane Miles	3,524	3,526	3,614	3,605
Paved Lane Miles	3,427	3,442	3,530	3,521

Traffic Signals

Street Lights



1,307 < Maintained > 11,574

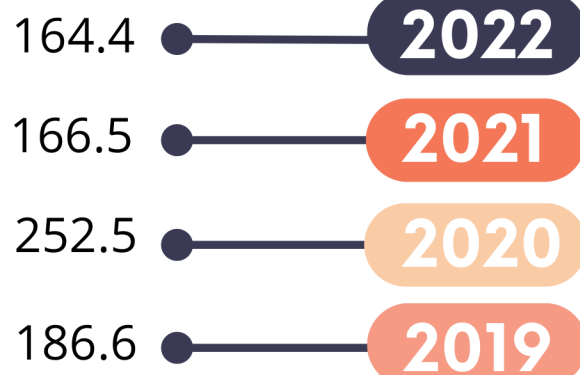


19% of the street lights are maintained in-house, 81% of the street lights are maintained through an FPL agreement, 768 traffic signals are the County's, 539 traffic signals are FDOT's.

SNAPSHOT

Lane Miles Resurfaced

PBC Total Lane Miles



Pathways Maintained

2019

2020

2021

2022

Multi-use Asphalt Pathways

193

190

197

197

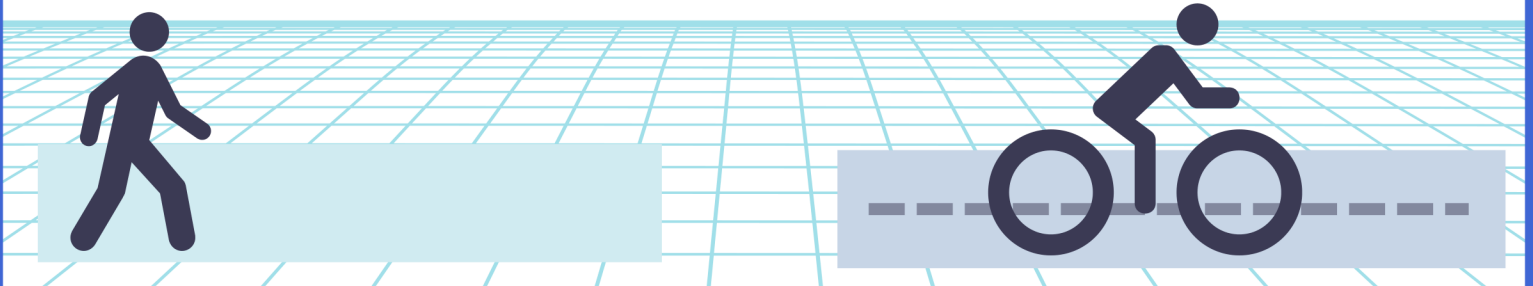
Pedestrian Concrete Sidewalks

1,153

1,133

1,137

1,137



Operating Budget

Capital Budget

68,047,123

2023

64,493,737

2022

63,049,107

2021

62,022,511

2020

60,144,393

2019



2023

2022

2021

2020

2019

635,253,221

580,088,718

566,111,757

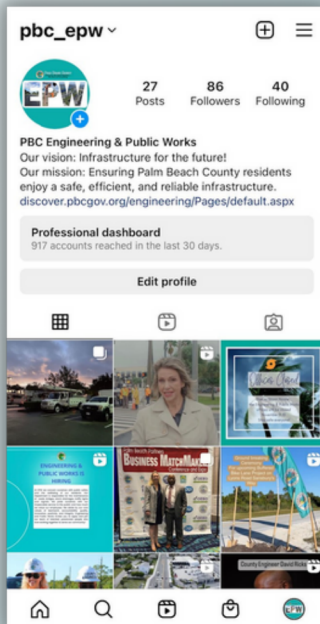
537,543,687

520,706,293

RECENT HIGHLIGHTS

EXCELERATE 2022

Fantastic Excelerate Event 2022
Over 300 employees in attendance.
Mrs. Baker and Mr. Rutter showed their gratitude and support to the team.



Social Media Creation

The creation of our social media pages is a milestone in modernizing our lines of communication with the public as well as developing stronger relationships with other government organizations.

Acquiring Uniforms

Our Uniform Committee reached their goal of obtaining uniforms, updating and revising the uniform PPMs for the Department.



RECENT HIGHLIGHTS



Silver Beach Road Improvement Project

The Silver Beach Road improvement project resulted in enhanced safety and improved level of service for motorists, cyclists and pedestrians. The project is approximately a mile in length and it runs from just west of Congress Avenue to just east of President Barack Obama Highway and the Florida East Coast Railway Crossing. The corridor was widened from a two-lane undivided roadway to a three-lane roadway that added a new drainage system, shoulders, bike lanes, and sidewalks on both sides of the corridor. This project also upgraded impacted utilities.

The construction project contract was awarded by the Board of Commissioners in September of 2018. The project was substantially completed by May of 2021. This project was funded through Palm Beach County's Five-Year Road Program which is generally funded through impact fees, gas tax and some grant funding. The Five Year Road Program is updated by County staff and reviewed and approved twice each year by the Board of County Commissioners.



RECENT HIGHLIGHTS



George Bush Boulevard Bascule Bridge

On March 3, 2022 at 9:30pm, during a routine bridge opening, one of the shafts sheared into two pieces leaving the bridge unable to close .

The EPW team sprung into action and by March 5, Road and Bridge was already working on removing the damaged parts.

By March 8, EPW started working with infrastructure and engineering consultants to analyze, coordinate and execute repairs.

After extensive testing and inspections, George Bush Boulevard Bascule Bridge reopened to vehicular and pedestrian use on April 29.

On May 17, 2022, members of the Road and Bridge team were recognized by the BCC with a standing ovation for their exceptional efforts. Our Roadway Production Division has added a line item to the Five Year Road Program to study future replacement of George Bush Boulevard Bascule Bridge.

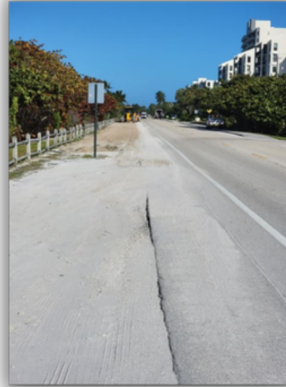


RECENT HIGHLIGHTS

Beach Road Improvements

Road & Bridge and Traffic Divisions teamed up with the Parks & Recreation Department to regrade the shoulders along Beach Road in the vicinity of Coral Cove Park. The road shoulders had eroded extensively in areas used heavily by residents and visitors for parking to access both east and west sides of the park.

Future improvements are in the planning stages to enhance pedestrian crossings and improve parking surfaces.



Roebuck Road Project

The Roebuck Road from Jog Road to Haverhill Road project is 1.26 miles in length and provides an improved level of service for traffic from the Jog Road curve to just east of Haverhill Road. With a construction cost of approximately \$5.4 million dollars, the scope of work included widening of Roebuck Road from an existing two-lane to a four-lane, median divided roadway as well as installation of new drainage systems, and adding a continuous sidewalk on the north side of Roebuck Road. Expansion of the intersection at Haverhill Road included dual westbound to northbound left turn lanes, dual southbound right turn lanes from Haverhill Rd to Roebuck Rd, and new traffic signals.

RECENT HIGHLIGHTS

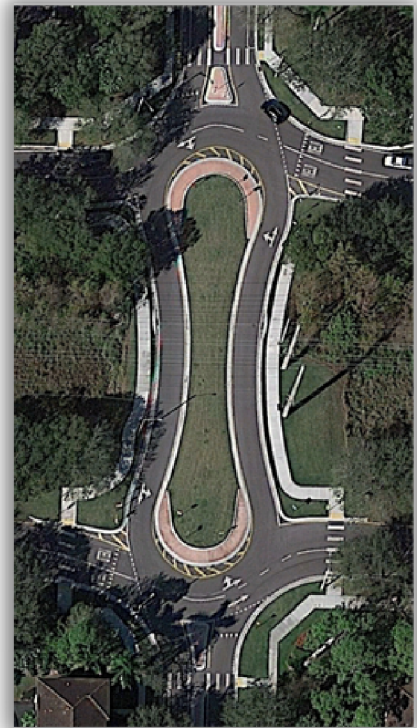


Bike Lanes on Sansbury's Way and Lyons Road

The upcoming Separated Bike Lane project will widen Lyons Rd/Sansbury's Way to add separated bike lanes from Forest Hill Blvd to Okeechobee Blvd. This project will create a nearly three mile-long bike lane on either side of the roadway. This project received a grant from the FDOT through the TPA in the amount of over \$4.2 million. It is expected for the contractor to begin work by the beginning of 2023 and the contract timeline is for 360 calendar days.

Safety Fact Check After a Year at Central Blvd/University Blvd Roundabout

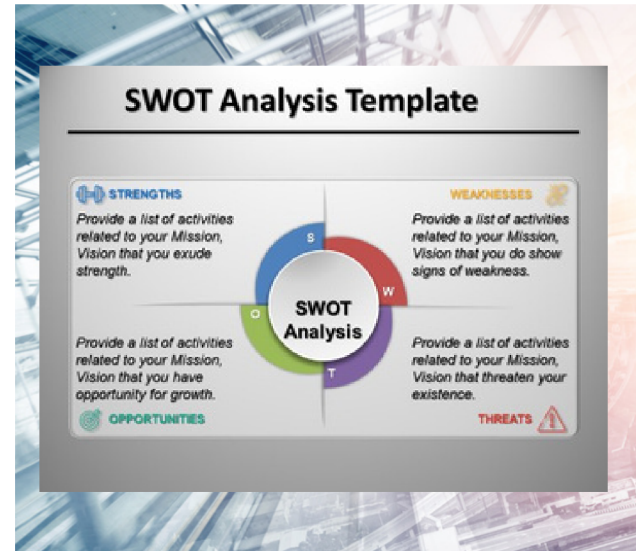
The peanut shaped roundabout at University Blvd and Central Blvd intersection was designed and constructed to address the long-term safety issues that occurred at this high crash location. It has been a year since the enhanced striping was completed on August 22, 2021 and the roundabout was fully opened for operation. The safety statistics in this past year are provided in the following summary. The statistics are compared against the data compiled from the prior nine years to determine if the intersection design is effective to mitigate the hazardous safety conditions which were encountered historically. As shown in the following table, before the roundabout was constructed, the average crash frequency is 13.1 crashes per year from 2012 to 2021. After the roundabout is constructed, the occurrence of crashes was reduced to 4 crashes in 2021-22. The total crash frequency decreased by 69%, the crash rate (per million entering vehicles) decreased by 73%, and the crash severity in terms of FDOT crash cost decreased by 53%. These empirical statistics demonstrate the significant safety benefit of the roundabout at this location.



Crash Severity Type	Crash frequency per year		Notes
	Aug. 22, 2012 – Aug. 21, 2021	Aug. 22, 2021 – Aug. 21, 2022	
Fatality, K	0	0	
Incapacitated Injury, A	0.6	0	
Non-Incapacitated Injury, B	3.1	1	
Possible Injury, C	2.3	0	
Property Damage Only (PDO), O	7.1	3	
Total crash frequency	13.1	4	69% reduction
Daily entering traffic	21,191	23,670	
Crash Rate (per million entering vehicles)	1.7	0.46	73% reduction
Relative crash severity in terms of crash cost determined by FDOT	15	7	53% reduction

STRATEGIC GOALS

In 2017, the Engineering and Public Works Department began the journey of improving through the creation of a Strategic Plan. Strategic Priorities were developed to capture the voices of the Department by incorporating multiple stakeholder groups to actively determine the path forward for the Department. A series of early meetings with Department leaders and managers were held to engage them in the strategic planning process. Surveys were also provided to all employees of the Department to measure employee engagement, environmental conditions and Department strengths, weaknesses, opportunities and threats (SWOT). Over 60% of the Department's employees participated in the survey. Using the survey results and input collected from Department leaders and managers, the Department's Executive Leadership Team developed strategic goals to advance the Mission and Vision of the Department.



These Strategic Priorities were identified as directional tools to help all within the Department to improve performance, to create a culture in which all employees can flourish, and to deliver exceptional service to our customers. The Department's new Strategic Plan was rolled out to all Department employees through a series of meetings in order to include all employees of the Department and encourage participation in the implementation of the Department's new strategic plan. Employees were encouraged to join one of the teams that would champion a specific strategic goal. Champion Team leaders were chosen and five Champion Teams were established in August 2018, with each team comprised of employees from across the Department that brought together a wide variety of ideas, knowledge, energy and experience to bring the strategic plan to fruition. As each Champion Team met and objectives and performance metrics were discussed, new ideas and Department needs emerged that led to the revision of some of the initial strategic goal objectives, and teams were empowered to change their objectives within the strategic plan to address issues that employees identified as most critical to the Department. As a result, many of the objectives were met and exceeded.

Based on this proven methodology, when starting the process for this third iteration of the Engineering and Public Works' Strategic Plan, again the employees of the Department were surveyed to gather the latest information to identify strengths, weaknesses, opportunities and threats. Our mission is to provide the community with a safe, efficient, and reliable infrastructure. In order to achieve this mission, we have created three strategic teams to oversee each of the guiding principles: **safety, efficiency, and reliability**. The areas of focus, objectives, and performance indicators we have set will enable our Department to achieve our mission and vision while maintaining our collective core values. The next section of the Strategic Plan will give details on objectives and performance measures that have been carefully crafted in order to meet these three areas of focus.



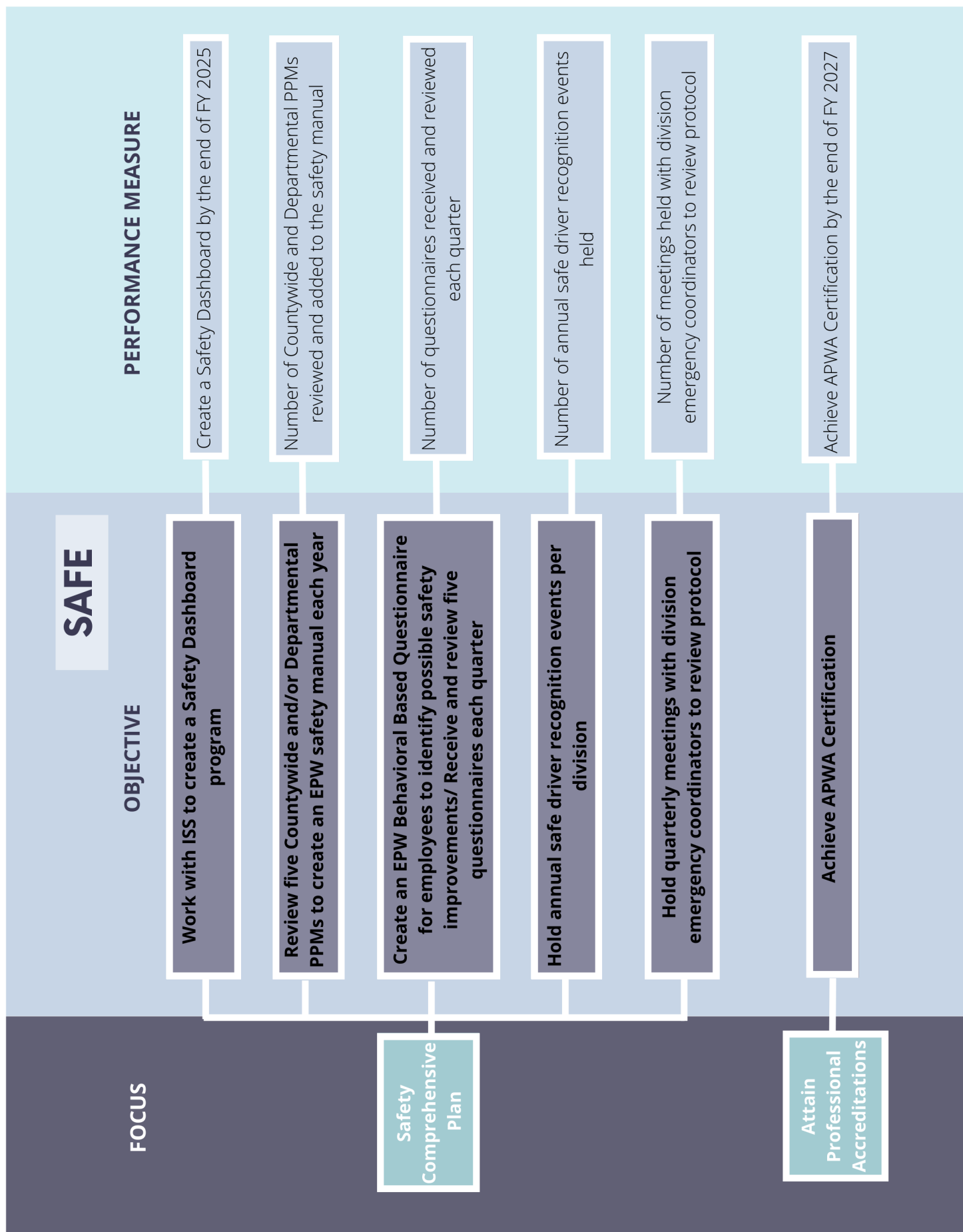
Safety Team Leader
Wildad Salomon

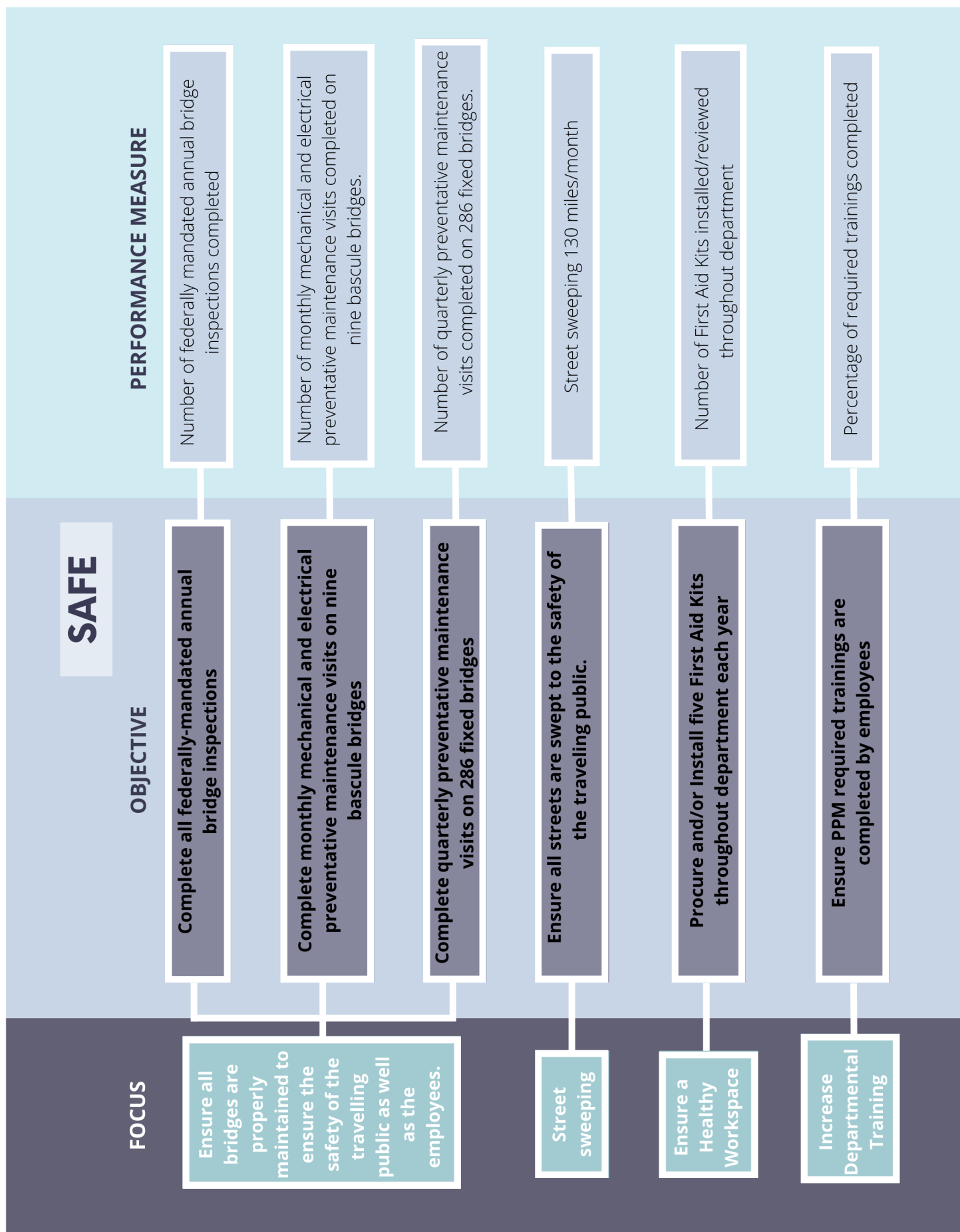


Efficiency Team Leader
Scott Cantor

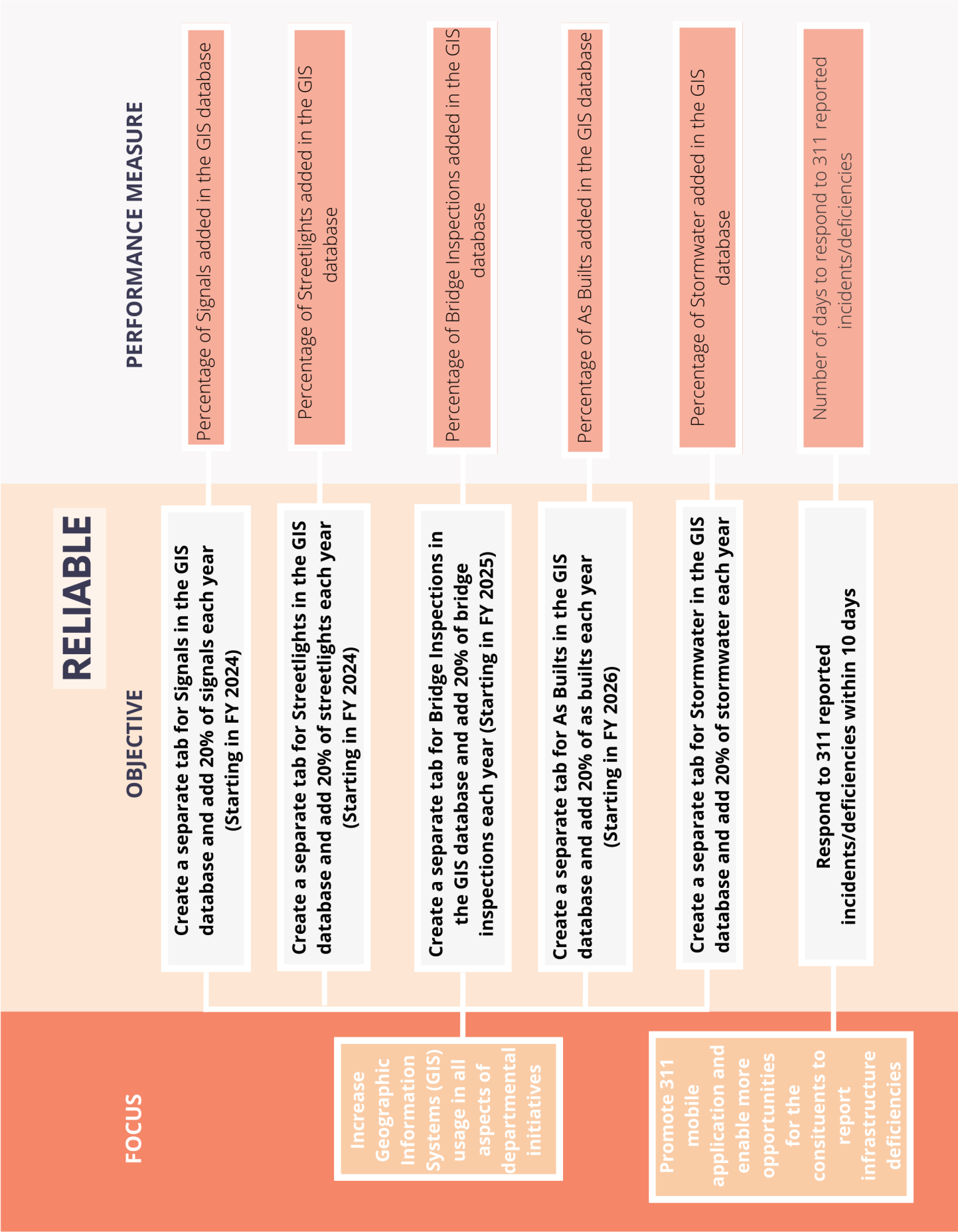


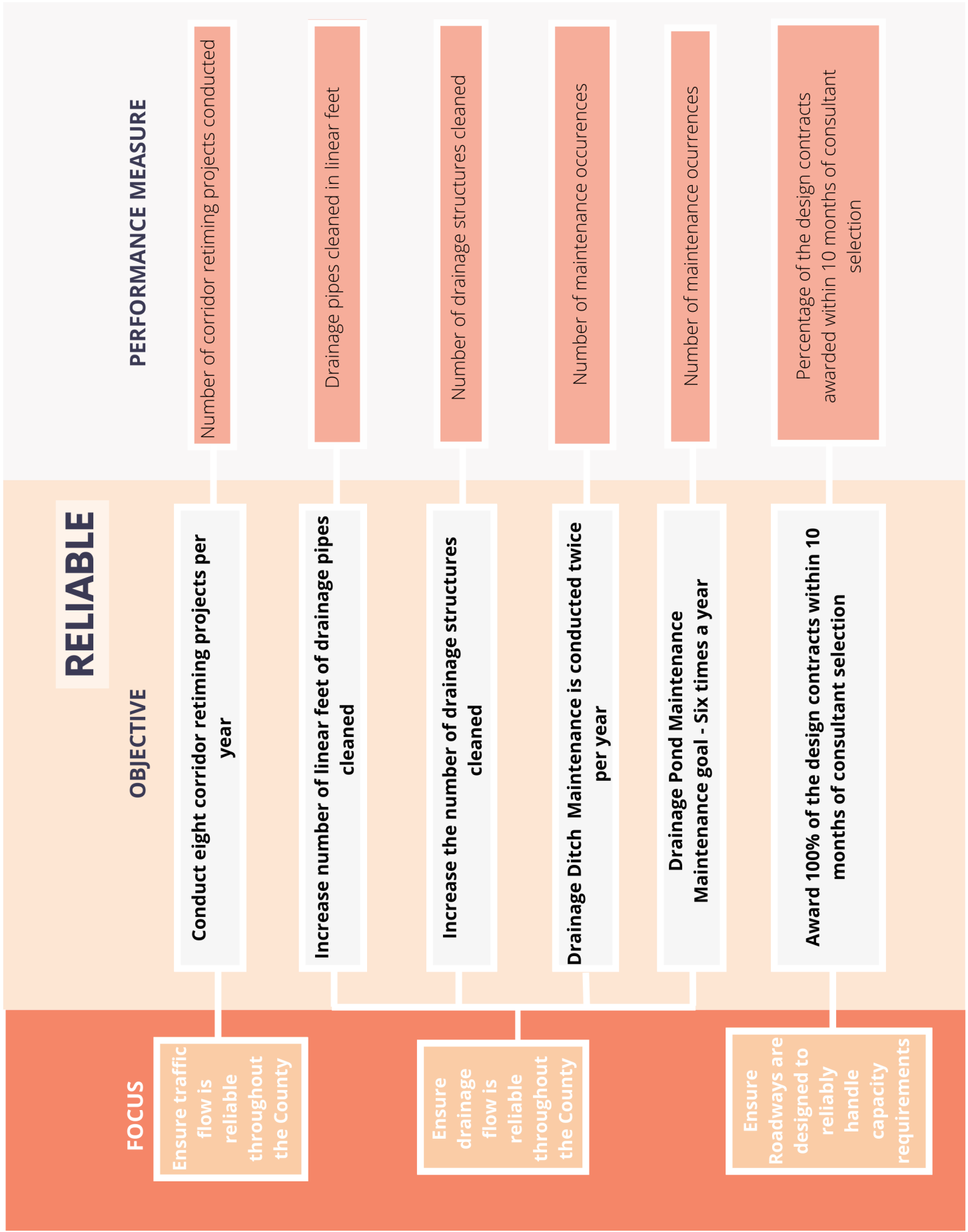
Reliability Team Leader
Matthew R. King

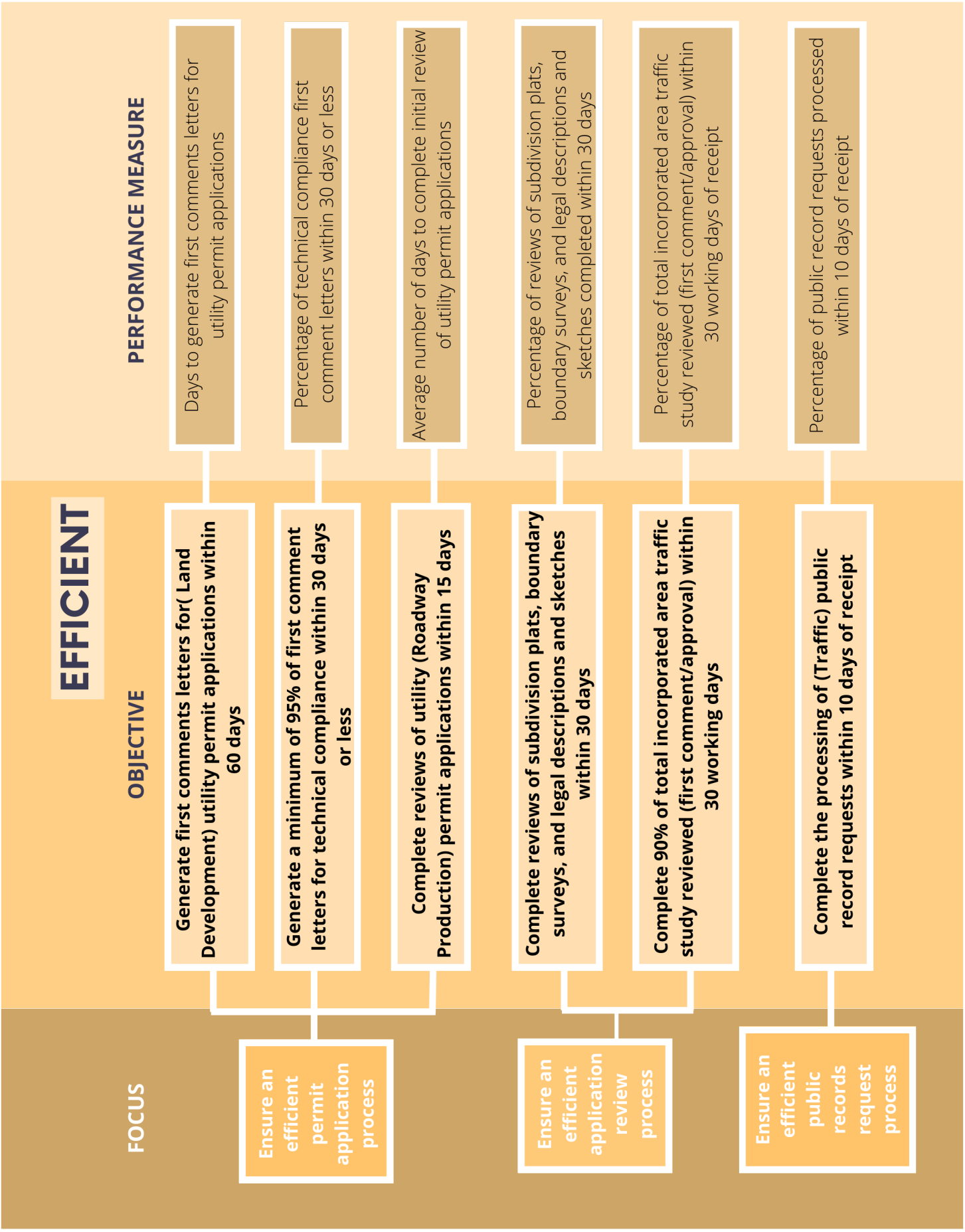


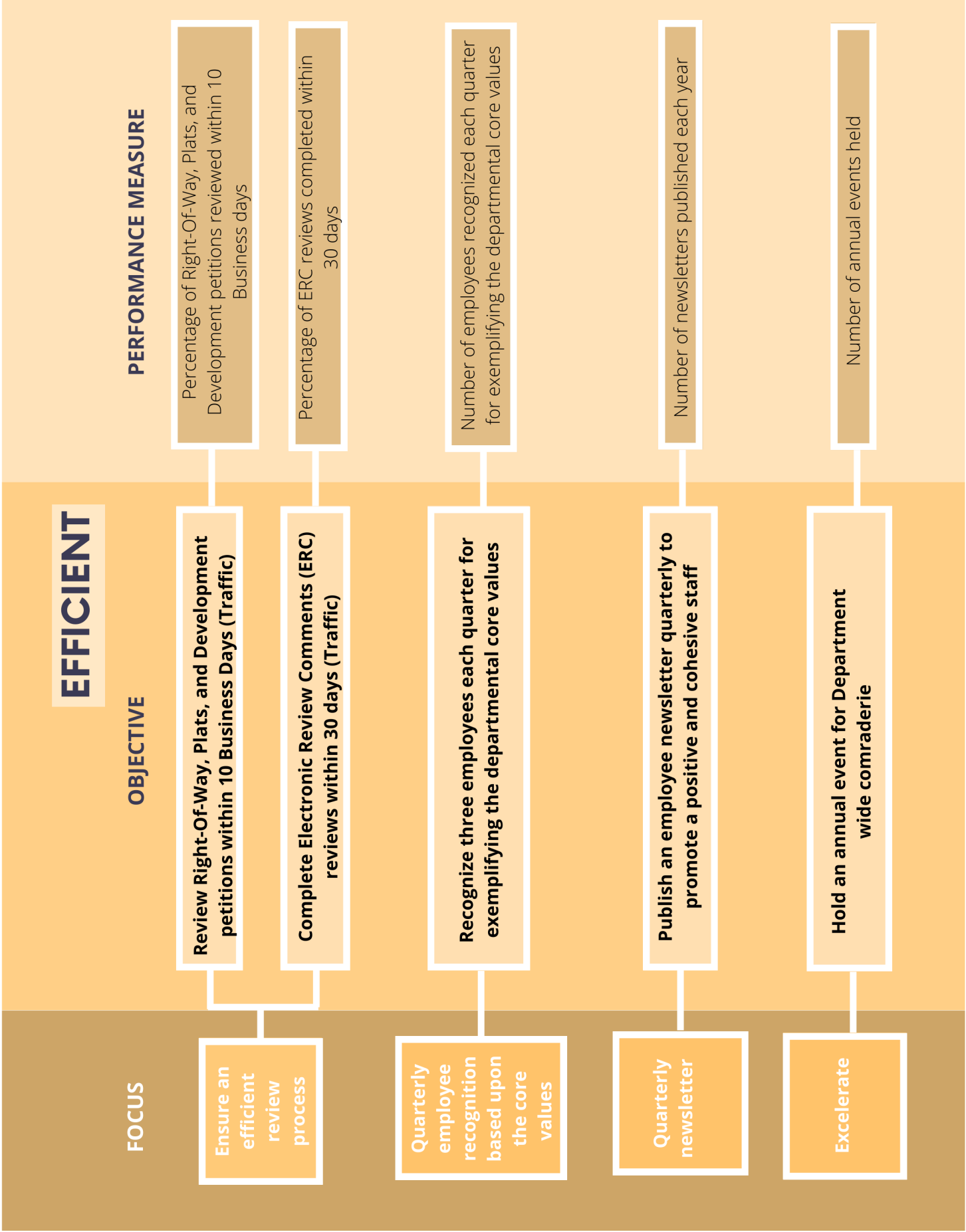


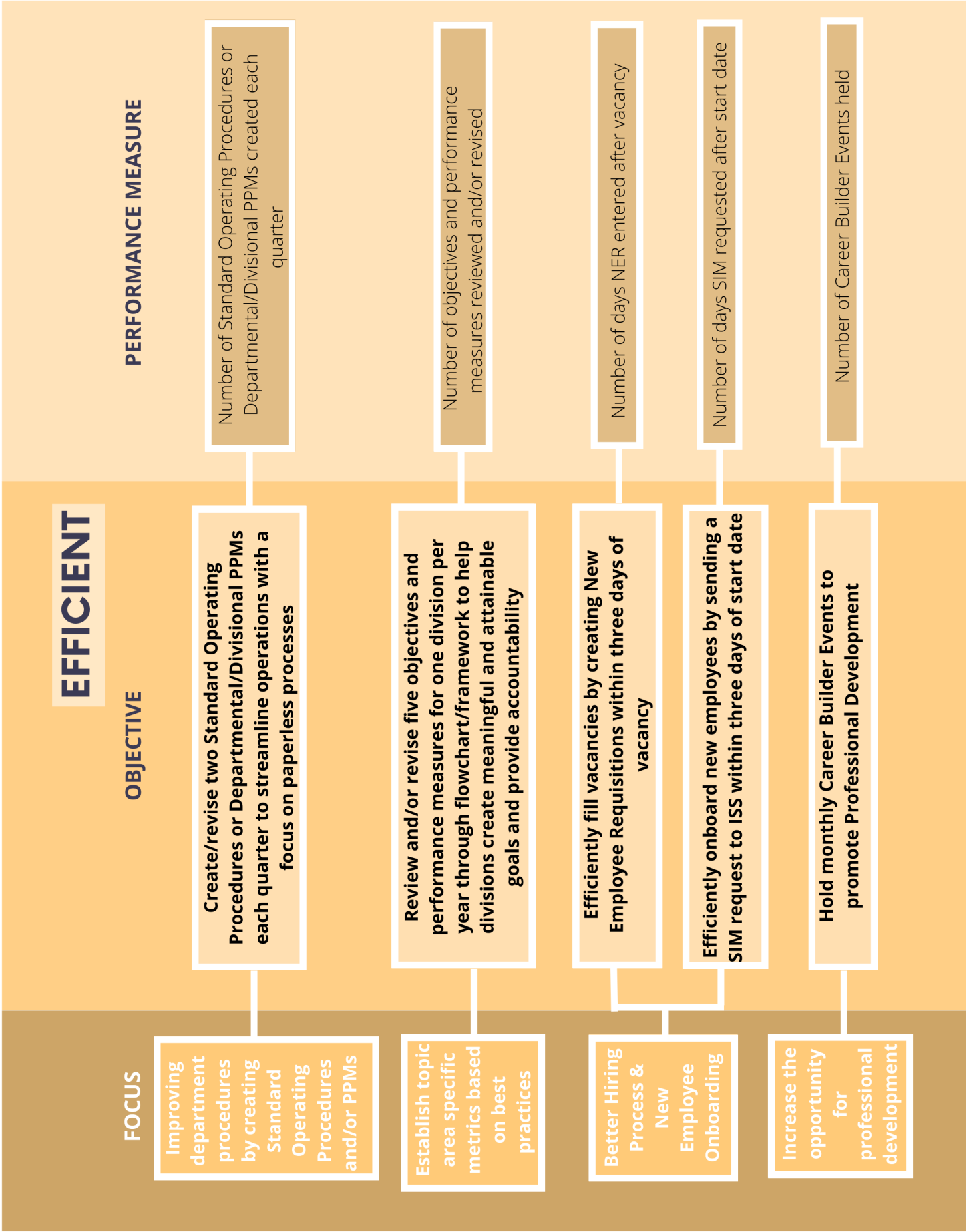














Palm Beach County
Board of County Commissioners