

**PALM BEACH COUNTY  
BOARD OF COUNTY COMMISSIONERS  
WORKSHOP SUMMARY**

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**Meeting Date:** May 21, 2024  
**Department:** Facilities Development & Operations

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**I. EXECUTIVE BRIEF**

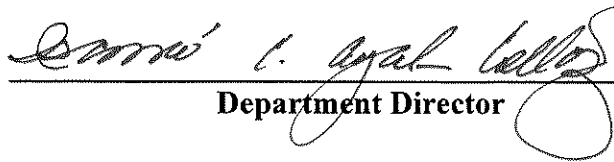

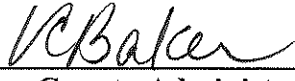
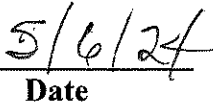
**Title:** Overview of County Construction Processes

**Summary:** On November 27, 2023, during a workshop meeting of the Board of County Commissioners (Board) and while addressing County staff's presentation regarding the County's 5-year Capital Improvements Plan (CIP) and road infrastructure, the Board directed staff to return at a later time with an overview of the capital improvements project delivery methods being used by the County's five construction departments (i.e., Facilities Development and Operations (FDO), Airports (DOA), Engineering and Public Works (EPW), Environmental Resources Management (ERM), and Water Utilities (WUD)) and to provide recommendations as to alternative delivery methods that could be considered to accelerate and/or attain more efficient project delivery. This workshop item seeks to fulfill Board direction. **(FDO Admin) Countywide (MWJ)**

**Background & Policy Issues:** The County's five construction departments will provide an overview of the capital project delivery methods currently being used and potential alternative delivery methods for consideration.

**Attachments:**

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<b>Recommended By:</b>	 _____ Department Director	 _____ Date
<b>Approved By:</b>	 _____ County Administrator	 _____ Date

**II. FISCAL IMPACT ANALYSIS**

**A. Five Year Summary of Fiscal Impact:**

<b>Fiscal Years</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Capital Expenditures</b>					_____
<b>Operating Costs</b>	_____	_____	_____	_____	_____
<b>External Revenues</b>	_____	_____	_____	_____	_____
<b>Program Income (County)</b>	_____	_____	_____	_____	_____
<b>In-Kind Match (County)</b>	_____	_____	_____	_____	_____
<b>NET FISCAL IMPACT</b>					<u>N/A</u>
<b># ADDITIONAL FTE POSITIONS (Cumulative)</b>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
<b>Is Item Included in Current Budget:</b>			<b>Yes</b>	<b>No</b>	<u>X</u>
<b>Is this item using Federal Funds?</b>			<b>Yes</b>	<b>No</b>	<u>X</u>
<b>Is this item using State Funds?</b>			<b>Yes</b>	<b>No</b>	<u>X</u>

Budget Account No:      Fund                      Dept.                      Unit                      Object

**B. Recommended Sources of Funds/Summary of Fiscal Impact:**

This item carries no fiscal impact.

**C. Departmental Fiscal Review: \_\_\_\_\_**

**III. REVIEW COMMENTS**

**A. OFMB Fiscal and/or Contract Development & Control Comments:**

Luca M. [Signature] 4/30/2024  
 OFMB      PA 4/30  
 OB 4/30

[Signature]  
 Contract Development and Control 4/30/24  
 PA 4/30/24

**B. Legal Sufficiency:**

[Signature] 5/1/24  
 Assistant County Attorney

**C. Other Department Review:**

[Signature]  
 Department Director DOA

[Signature]  
 Department Director EPW

[Signature]  
 Department Director ERM

[Signature]  
 Department Director WUD

**This summary is not to be used as a basis for payment.**

# Overview of County Construction Processes

PBC CONSTRUCTION DEPARTMENTS

(FACILITIES DEVELOPMENT & OPERATIONS, WATER UTILITIES, ENGINEERING AND PUBLIC WORKS, ENVIRONMENTAL RESOURCES MANAGEMENT, AIRPORTS)

BCC WORKSHOP MEETING

MAY 21, 2024

# Background

- ▶ During its November 2023 Workshop meeting, while addressing Staff's presentation regarding the County's 5-year Capital Improvements Plan (CIP) and road infrastructure, the Board of County Commissioners (Board) directed Staff to:
  - ▶ Return at a later time with an overview of the project delivery methods currently being used by the County's five construction departments, and
  - ▶ Provide recommendations as to alternative delivery methods that could be considered to accelerate and/or attain more efficient project delivery.
- ▶ This Workshop item seeks to fulfill Board direction.

# The Five Construction Departments

## ▶ **Facilities Development and Operations (FDO)**

- ▶ Director: Isamí Ayala-Collazo, PE, Esq., DPA
- ▶ Construction Unit: Capital Improvements Division
  - ▶ Division Director: Fernando DelDago, AIA, LEED AP BD+C
  - ▶ Assistant Division Director: David Hawke, RA, AIA, NCARB, LEED-FA
  - ▶ Personnel Complement
    - ▶ In-House Project Managers: 6
    - ▶ Outsourced Project Managers: 4 (Jacobs, Aecom)
    - ▶ In-House Facilities Systems Project Managers: 13
    - ▶ In-House Contract Manager: 1
    - ▶ In-House Administrative Staff: 7
  - ▶ Open Projects (as of 4/04/24): 609

# The Five Construction Departments (cont.)

## ▶ Airports (DOA)

- ▶ Director: Laura Beebe, Esq.
- ▶ Construction Unit Planning, Development & Community Affairs
  - ▶ Division Director: Cynthia M Portnoy, PE
  - ▶ Director of Planning: Michael Giambrone
  - ▶ Personnel Complement
    - ▶ In-House Project Managers: 1
    - ▶ Outsourced Project Managers: 2 (HDR, AECOM)
    - ▶ In-House Project Engineers: 1; Construction Coordinators: 2
    - ▶ In-House Administrative Staff: 2
- ▶ Open Projects (April 2024): 84 open projects (24 of these are planning projects)

# The Five Construction Departments (cont.)

## ▶ **Engineering and Public Works (EPW)**

▶ Director/County Engineer: David L. Ricks, PE

▶ Construction Units

▶ Construction Coordination Division: Albert Hoffman, Director

▶ Personnel Complement: 15 In-house Construction Managers

▶ Open Projects (as of 5/01/24): 30

▶ Road & Bridge Division: Adam Faustini, Director

▶ Personnel Complement: 7 In-house Construction Managers

▶ Open Projects (as of 05/01/2024): 30

# The Five Construction Departments (cont.)

- ▶ **Engineering and Public Works (EPW) (cont.)**
  - ▶ Director: David L. Ricks, PE
  - ▶ Construction Units
    - ▶ Roadway Production: Morton Rose, PE, Director
      - ▶ Personnel Complement: 30
      - ▶ Open Projects (as of 5/01/24): 49
    - ▶ Traffic: Motasem Al-Turk, PE, Director
      - ▶ Personnel Complement: 7
      - ▶ Open Projects (as of 5/01/24): 65



# The Five Construction Departments (cont.)

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## ▶ **Environmental Resources Management (ERM)**

▶ Director: Deborah Drum

▶ Divisions involved in Construction: Environmental Enhancement & Restoration, Natural Resources Stewardship, and Business Operations & Community Outreach

▶ Division Directors: Matt Mitchell, Brenda Hovde, Laura Thompson

▶ Personnel Complement

▶ Project Managers (currently engaged): 8

▶ Professional Engineers: 3

▶ Contract Manager: 1

▶ Administrative Staff: 5

▶ Active Projects (as of 4/22/24): 9

# The Five Construction Departments (cont.)

## ▶ **Water Utilities (WUD)**

- ▶ Director: Ali Bayat, PE, PMP
- ▶ Construction Unit: Engineering Division
  - ▶ Division Director: Jane House, PE, LEED AP
  - ▶ Personnel Complement
    - ▶ In-House Project Managers: 10
    - ▶ Outsourced Project Managers: 2 (Stantec)
    - ▶ In-House Contract Management Specialist: 1
    - ▶ In-House Administrative Staff: 5
  - ▶ Open Projects (as of 4/26/24): 154

# Statutory/Procedural Requirements

- ▶ Applicable to all five construction departments (list not comprehensive)
  - ▶ Florida Statutes 255.103 (Construction management)
  - ▶ Florida Statutes 255.20 (Local bids and contracts for public construction works)
  - ▶ Florida Statutes 255.05 (Bond of contractor constructing public buildings)
  - ▶ Florida Statutes 255.051 (Public bids)
  - ▶ Florida Statutes 255.0517 (Owner-controlled insurance programs for public construction projects)
  - ▶ Florida Statutes 255.0518 (Public bids)
  - ▶ Florida Statutes 255.052 (Substitution of securities for amount retained on public contracts)
  - ▶ Florida Statutes 255.0525 (Advertising for competitive bids or proposals)

# Statutory/Procedural Requirements (cont.)

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- ▶ Applicable to all five construction departments (list not comprehensive)
  - ▶ Florida Statutes 255.065 (Public-private partnerships)
  - ▶ Florida Statutes 218.70-218.79 (Local Government Prompt Payment Act) Florida Prompt Payment Act)
  - ▶ Florida Statutes 255.0991 (Contracts for construction services; prohibited local government preferences)
  - ▶ Florida Statutes 255.0992 (Public works projects; prohibited governmental actions)
  - ▶ Florida Statutes 255.101 (Contracts for public construction works; utilization of minority business enterprises)
  - ▶ Florida Statutes 287.055 (Consultants' Competitive Negotiations Act)
  - ▶ Florida Statutes 286.011 - 286.0114 (Sunshine Law)

# Statutory/Procedural Requirements (cont.)

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- ▶ Applicable to all five construction departments (list not comprehensive)
  - ▶ Florida Statutes 255.078 (Public construction retainage)
  - ▶ Palm Beach County Code, Chapter 2, Article III, Sections 2-51 through 2-58 (Purchasing Code)
  - ▶ Palm Beach County Code, Chapter 2, Article VIII, Sections 2-351 through 2-357 (Lobbyist Registration Ordinance)
  - ▶ Palm Beach County Code, Chapter 2, Article III, Sections 2-80.20 through 2-80.40 (EBO Ordinance)
  - ▶ Palm Beach County Code, Chapter 2, Article III, Sections 2-80.41 through 2-80.48 (Local Preference)
  - ▶ Palm Beach County Code, Chapter 2, Article IX, Sections 2-371 through 2-390 (Criminal History Records Check)

# Statutory/Procedural Requirements (cont.)

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- ▶ Applicable to all five construction departments (list not comprehensive)
  - ▶ PPM # CW-O-018 (Contract Administration Procedures)
  - ▶ PPM CW-O-042 (Procedure Regarding Front-End Loading and Unbalanced Bids for Construction Contracts)
  - ▶ PPM # CW-O-043 (EBO Program)
  - ▶ PPM # CW-O-048 (CCNA Selection)
  - ▶ PPM # CW-O-091 (Contract Negotiations and The Sunshine Law)
  - ▶ PPM # CW-F-050 (Change Order and Consultant Services Authorization Authority for Construction, Engineering and Architectural Contracts)
  - ▶ PPM # CW-F-056 (Acceptance of Performance and Payment Bonds)



# Statutory/Procedural Requirements (cont.)

13

- ▶ Applicable to all five construction departments (list not comprehensive)
  - ▶ PPM # CW-L-050 (Procurement of Construction Services involving Federal Funds)
  - ▶ PPM # CW-O-092 (Selection of CMR Firms or Program Management Firms)
  - ▶ PPM # CW-F-049 (Contract Development and Contract Responsibility)

# Statutory/Procedural Requirements (cont.)

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- ▶ Applicable to **Facilities Development and Operations** (list not comprehensive)
  - ▶ Function of the funding source and the department FDO is supporting in any given project
- ▶ Applicable to **Airports** (list not comprehensive)
  - ▶ Federal Aviation Administration (FAA) Grant Assurances, requiring compliance with numerous federal regulations, including 49 CFR Part 26, Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs
  - ▶ Florida Department of Transportation (FDOT) Grant Assurances



# Statutory/Procedural Requirements (cont.)

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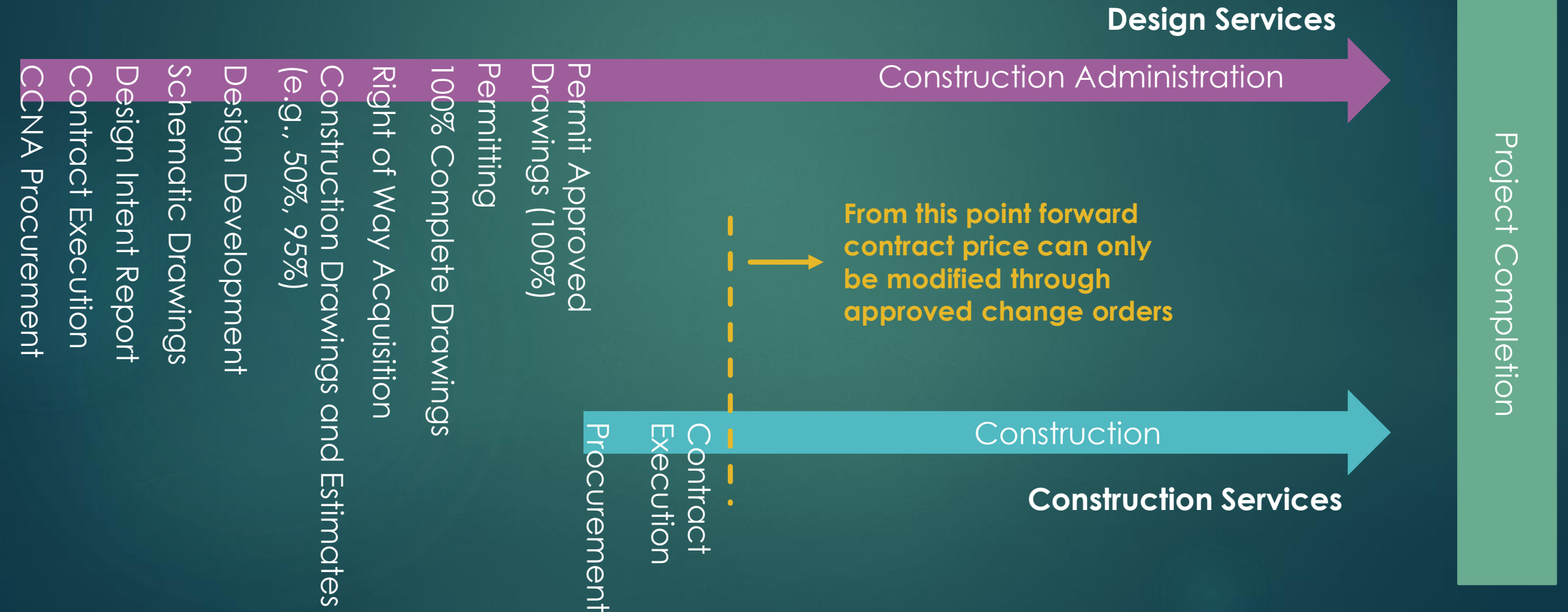
- ▶ Applicable to **ERM** (list not comprehensive)
  - ▶ Florida Department of Environmental Protection (FDEP) grant requirements
  - ▶ Florida Fish & Wildlife Conservation Commission (FWC) grant requirements
  - ▶ Florida Emergency Management Agency (FEMA) grant requirements
- ▶ **Regulatory/Permitting:** Each jurisdiction has its own Land Development Regulations governing design limitations and prerequisites to Building Permit issuance, as do other regulatory Agencies Having Jurisdiction (AHJs)

# Existing Project Delivery Methods

Delivery Method	FDO	DOA	EPW	ERM	WUD
Hard Bid (Design-Bid-Build)	X	X	X	X	X
Construction Manager at Risk (CMR)	X	X			
Design/Build					X
Per Unit Cost Contracts		X	X	X	X
Annual Trade Contracts (pre- qualifications contracts)	X				

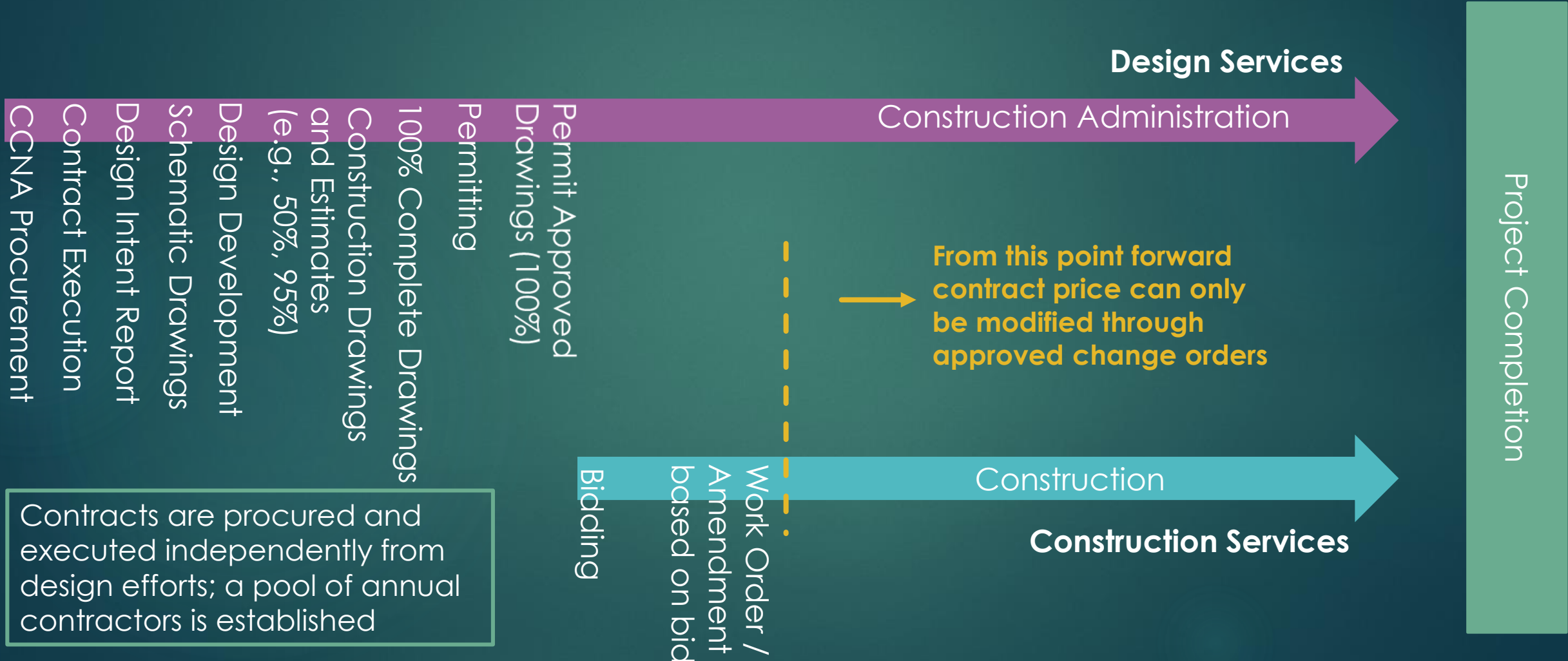
# Existing Project Delivery Methods (cont.)

## ▶ Hard Bid (Design-Bid-Build)



# Existing Project Delivery Methods (cont.)

## ▶ Annual Trade Contracts



Contracts are procured and executed independently from design efforts; a pool of annual contractors is established

# Existing Project Delivery Methods (cont.)

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## ▶ **Hard Bid (Design-Bid-Build) and Annual Trade Contracts**

- ▶ What are the contractually allowable reasons for an increase (i.e., change order) to the contract price?
  - ▶ Owner-initiated additions
  - ▶ Permitting agency requirements
  - ▶ Differing site conditions
  - ▶ Errors and Omissions in the construction drawings (but the contractor still carries responsibility of review at time of bidding)

# Existing Project Delivery Methods (cont.)

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## ▶ **Hard Bid (Design-Bid-Build) and Annual Trade Contracts**

- ▶ What are the contractually allowable reasons for an increase (i.e., time extension) to the contract time?
  - ▶ Owner-initiated additions
  - ▶ Owner-ordered stop of work
  - ▶ Force Majeure
  - ▶ Weather-related delays above the contract established thresholds
  - ▶ Manufacturer and chain supply delays outside the contractor's control
  - ▶ Note: unallowable delays result in liquidated damages

# Existing Project Delivery Methods (cont.)

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## ▶ **Hard Bid (Design-Bid-Build) and Annual Trade Contracts – Examples**

### ▶ **FDO**

- ▶ Ocean Inlet Park Marina Replacement
- ▶ Chiller Replacement Hagen Branch Library
- ▶ Duncan Padgett Septic Tank System Replacement
- ▶ Vista Center Breezeway Structural repairs

### ▶ **DOA**

- ▶ Terminal Flooring at Palm Beach International (PBI)
- ▶ Airfield Lighting Control System at PBI
- ▶ Public Address Replacement at PBI



# Existing Project Delivery Methods (cont.)

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## ▶ **Hard Bid (Design-Bid-Build) and Annual Trade Contracts – Examples**

### ▶ **EPW**

- ▶ Haverhill Rd., from N. of Caribbean Blvd. to Beeline Hwy (Project length 1.6 miles, widen from 2 lanes to 5 lanes)
- ▶ Camino Real, from Military Trail to SW 7th Ave., Milling, Resurfacing and providing safety improvements to the corridor
- ▶ Prairie Rd., over the LWDD L-8 canal, Bridge Replacement project

### ▶ **ERM**

- ▶ Royal Palm Beach Pines Public Use Facilities Restoration
- ▶ Sawfish Island Restoration
- ▶ Casing Under A1A at Ocean Inlet Park



# Existing Project Delivery Methods (cont.)

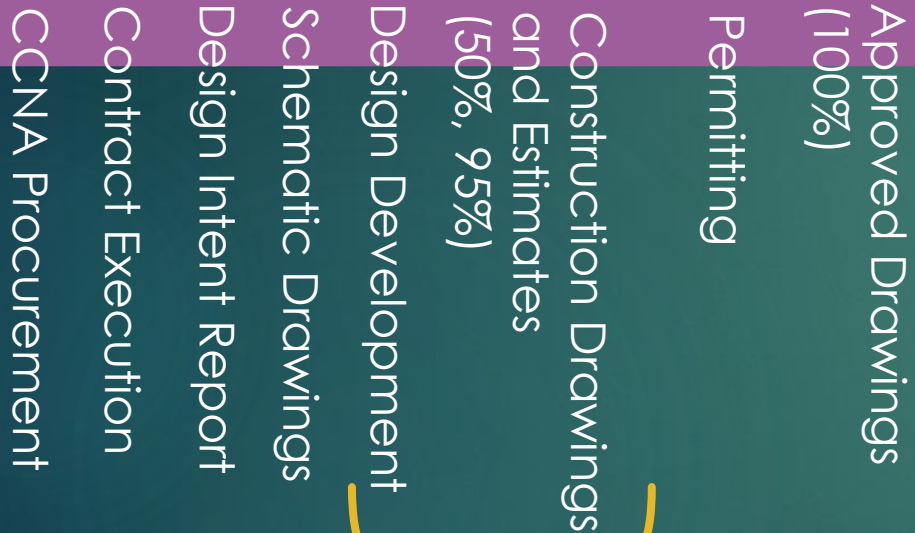
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- ▶ **Hard Bid (Design-Bid-Build) and Annual Trade Contracts – Examples**
  - ▶ **WUD**
    - ▶ Western Region Wastewater Treatment Facility Electrical & Wet Weather Improvements
    - ▶ NW Belle Glade Water Main Improvements, Zone 3
    - ▶ Lucerne Lakes Valve Replacement

# Existing Project Delivery Methods (cont.)

## ► Construction Manager at Risk (CMR)

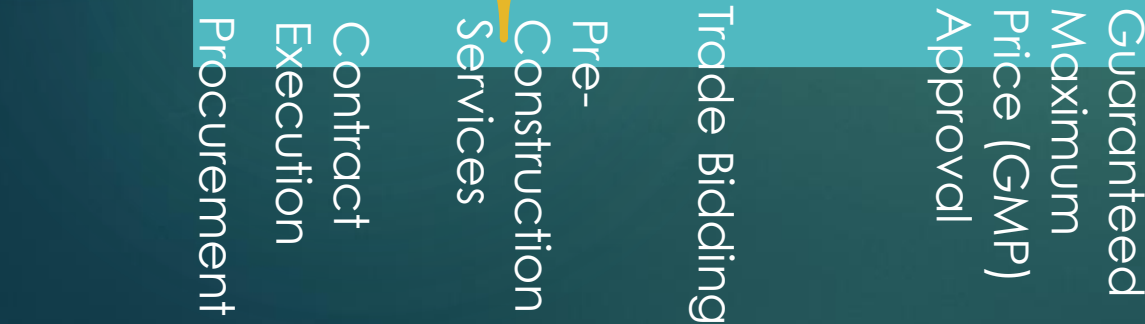
### Design Services



### Construction Administration

From this point forward contract price and time can only be modified through approved change orders

Project Completion



### Construction

### Construction Services

# Existing Project Delivery Methods (cont.)

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## ▶ **Construction Manager at Risk (CMR)**

- ▶ What are the contractually allowable reasons for an increase (i.e., change order) to the contract price?
  - ▶ Owner-initiated additions
  - ▶ Permitting agency requirements
  - ▶ Errors and Omissions in the construction drawings (but the CMR still carries responsibility of review during pre-construction services)
  - ▶ Differing site conditions
- ▶ What's allowable as a contingency fund use (i.e., no increase to the GMP)? (up to CMR contingency amount)
  - ▶ Unforeseen field conditions; Scope gap; Subcontractor buyout reconciliation; Subcontractor default

# Existing Project Delivery Methods (cont.)

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## ▶ Construction Manager at Risk (CMR)

- ▶ What are the contractually allowable reasons for an increase (i.e., time extension) to the contract time?
  - ▶ Owner-initiated additions
  - ▶ Owner-ordered stop of work
  - ▶ Force Majeure
  - ▶ Weather-related delays above the contract established thresholds
  - ▶ Manufacturer and chain supply delays outside the contractor's control
  - ▶ Note: unallowable delays result in liquidated damages

# Existing Project Delivery Methods (cont.)

## ▶ Construction Manager at Risk (CMR) – Examples

### ▶ FDO

- ▶ Palm Tran South
- ▶ Supervisor of Elections New Production Facility
- ▶ PBSO HQs Renewal/Replacement
- ▶ 2300 Vista Center Expansion

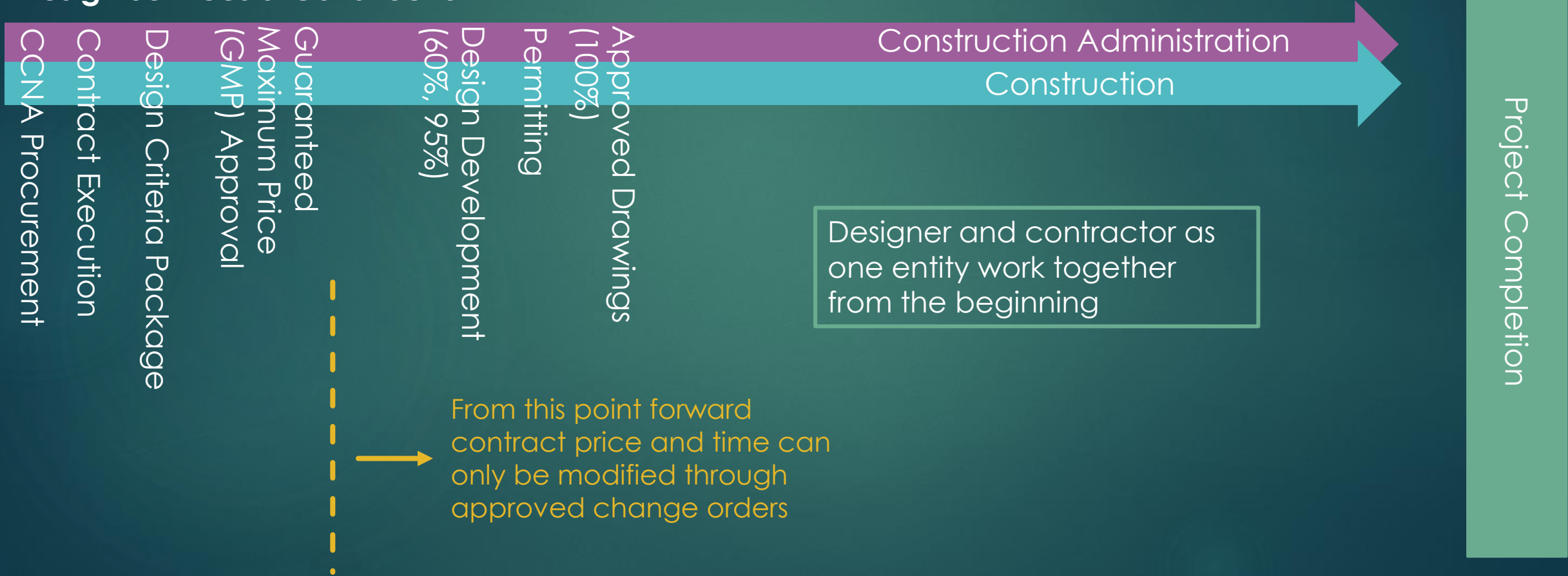
### ▶ DOA

- ▶ Concourse B Expansion at PBI
- ▶ Switchgear Replacement at PBI
- ▶ Aircraft Rescue and Fire Fighting building (ARFF) at PBI
- ▶ Campus Wide Terminal Improvements at PBI

# Existing Project Delivery Methods (cont.)

## ► Design-Build

### Design Services & Construction



# Existing Project Delivery Methods (cont.)

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## ▶ Design-Build

- ▶ What are the contractually allowable reasons for an increase (i.e., change order) to the contract price?
  - ▶ Owner-initiated additions
  - ▶ Permitting or outside agency requirements
  - ▶ Minor Errors and Omissions in the construction drawings (but the Design-Build Entity still carries responsibility of review during design)
  - ▶ Differing site conditions



# Existing Project Delivery Methods (cont.)

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## ▶ Design-Build

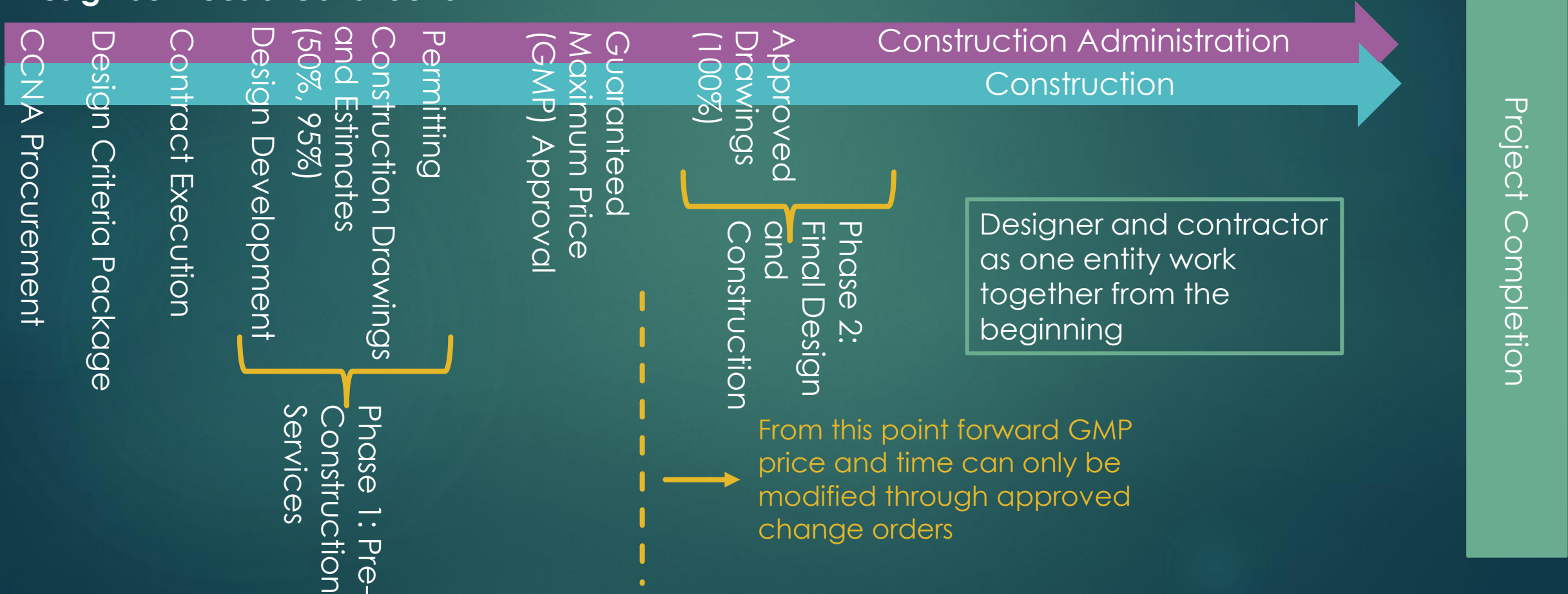
- ▶ What are the contractually allowable reasons for an increase (i.e., time extension) to the contract time?
  - ▶ Owner-initiated additions
  - ▶ Owner-ordered stop of work
  - ▶ Force Majeure
  - ▶ Weather-related delays above the contract established thresholds
  - ▶ Manufacturer and supply chain delays outside the contractor's control
  - ▶ Note: unallowable delays result in liquidated damages



# Existing Project Delivery Methods (cont.)

## ► Progressive Design-Build

### Design Services & Construction



# Existing Project Delivery Methods (cont.)

## ▶ **Progressive Design-Build**

- ▶ What's allowable as a contingency fund use (i.e., no increase to the GMP)?
- ▶ Up to DB contingency amount (not available to the Owner)
  - ▶ Overtime or acceleration ordered by the owner
  - ▶ Escalation of materials
  - ▶ Errors and omissions
  - ▶ Subcontractor defaults
  - ▶ Trade buy-out differentials
  - ▶ Permitting or outside agency requirements
  - ▶ Differing site conditions
  - ▶ Any other risks identified and responsible by DB

# Existing Project Delivery Methods (cont.)

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## ▶ Progressive Design-Build

- ▶ What's allowable as a contingency fund use (i.e., no increase to the GMP)?
  - ▶ Up to Owner contingency amount (not available to DB)
  - ▶ Owner-initiated additions
  - ▶ Reasonable scope gaps as adjudicated reasonable by the owner
- ▶ What are the contractually allowable reasons for an increase (i.e., change order) to the GMP price?
  - ▶ Owner-initiated additions after the owner contingency fund is exhausted

# Existing Project Delivery Methods (cont.)

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## ▶ Progressive Design-Build

- ▶ What are the contractually allowable reasons for an increase (i.e., time extension) to the contract time?
  - ▶ Owner-initiated additions
  - ▶ Owner-ordered stop of work
  - ▶ Force Majeure
  - ▶ Weather-related delays above the contract established thresholds
  - ▶ Manufacturer and supply chain delays outside the contractor's control
  - ▶ Note: unallowable delays result in liquidated damages

# Existing Project Delivery Methods (cont.)

- ▶ **Design-Build – Examples**

- ▶ **WUD**

- ▶ Optimization & Improvement Design-Build Services Contract

- ▶ **Progressive Design-Build – Examples**

- ▶ **WUD**

- ▶ Green Cay Phase 2 Progressive Design-Build Contract
    - ▶ Western Region Wastewater Treatment Facility Operations Building Progressive Design-Build

# Existing Project Delivery Methods (cont.)

## ▶ Per Unit Cost Contracts

### Design Services

- CCNA Procurement
- Contract Execution
- Design Intent Report
- Schematic Drawings
- Design Development (50%, 95%)
- Construction Drawings and Estimates
- Permitting
- Approved Drawings (100%)

In lieu of A/E services, In house staff can define scope of work

Per unit cost contract is procured independent from design efforts

Work Order / Amendment Executed based on Unit Prices

Construction Administration

From this point forward contract price and time can only be modified through approved change orders

Construction

### Construction Services

Project Completion



# Existing Project Delivery Methods (cont.)

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## ▶ **Per Unit Cost Contracts**

- ▶ What are the contractually allowable reasons for an increase (i.e., change order) to the contract price?
  - ▶ Owner-initiated additions
  - ▶ Permitting agency requirements
  - ▶ Unforeseen conditions
  - ▶ Errors and Omissions in the construction drawings (but the contractor still carries responsibility of review at time of bidding)

# Existing Project Delivery Methods (cont.)

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## ▶ Per Unit Cost Contracts

- ▶ What are the contractually allowable reasons for an increase (i.e., time extension) to the contract time?
  - ▶ Owner-initiated additions
  - ▶ Owner-ordered stop of work
  - ▶ Force Majeure
  - ▶ Weather-related delays above the contract established thresholds
  - ▶ Manufacturer and chain supply delays outside the contractor's control
  - ▶ Note: unallowable delays result in liquidated damages



# Existing Project Delivery Methods (cont.)

## ▶ **Per Unit Cost Contracts – Examples (cont.)**

### ▶ **EPW** (Resurfacing Sample Projects)

- ▶ Jog Road from Linton to Lake Ida (12.6 lane miles)
- ▶ 10th Ave. N from Pinehurst to Haverhill (10.2 lane miles)
- ▶ Palmetto Park Road from Glades to I-95 (43 lane miles)

### ▶ **ERM**

- ▶ Dune & Beach Restoration
- ▶ Inshore Annual Construction

# Existing Project Delivery Methods (cont.)

## ▶ Per Unit Cost Contracts – Examples

### ▶ WUD

- ▶ Pipeline Continuing Construction Contract
- ▶ Lift Station Rehabilitation Continuing Construction Contract

### ▶ DOA (all airfield improvements at all 4 airports)

- ▶ Central Airfield Improvements at Palm Beach International (PBI)
- ▶ Taxiway R Rehabilitation at PBI
- ▶ West Apron Expansion at Palm Beach County Park Airport (LNA)
- ▶ Fuel Farm Replacement at Glades Airport (PHK)

# Project Delivery Methods No Longer Used by County Departments

## ▶ FDO

- ▶ Job Order Contracting – no longer used due to the amount of staff time required to administer
- ▶ Time & Materials - no longer used due to the amount of staff time required to administer
- ▶ Energy Savings Contracts (ESCOs) – pilot implemented, initiative not further pursued in light of the County's ability to pay for its projects

# Alternative Project Delivery Methods

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## ▶ **Total Project Management**

- ▶ Owner retains a project manager firm to procure and manage on its behalf design and construction services for the project

## ▶ **Construction Management Multi Prime**

- ▶ Owner acts as general contractor and establishes contracts with the design team and the major subcontractors for the project

## ▶ **Integrated Project Delivery**

- ▶ Owner selects all team members prior to design commencement and contractually intertwines them to equally share risk

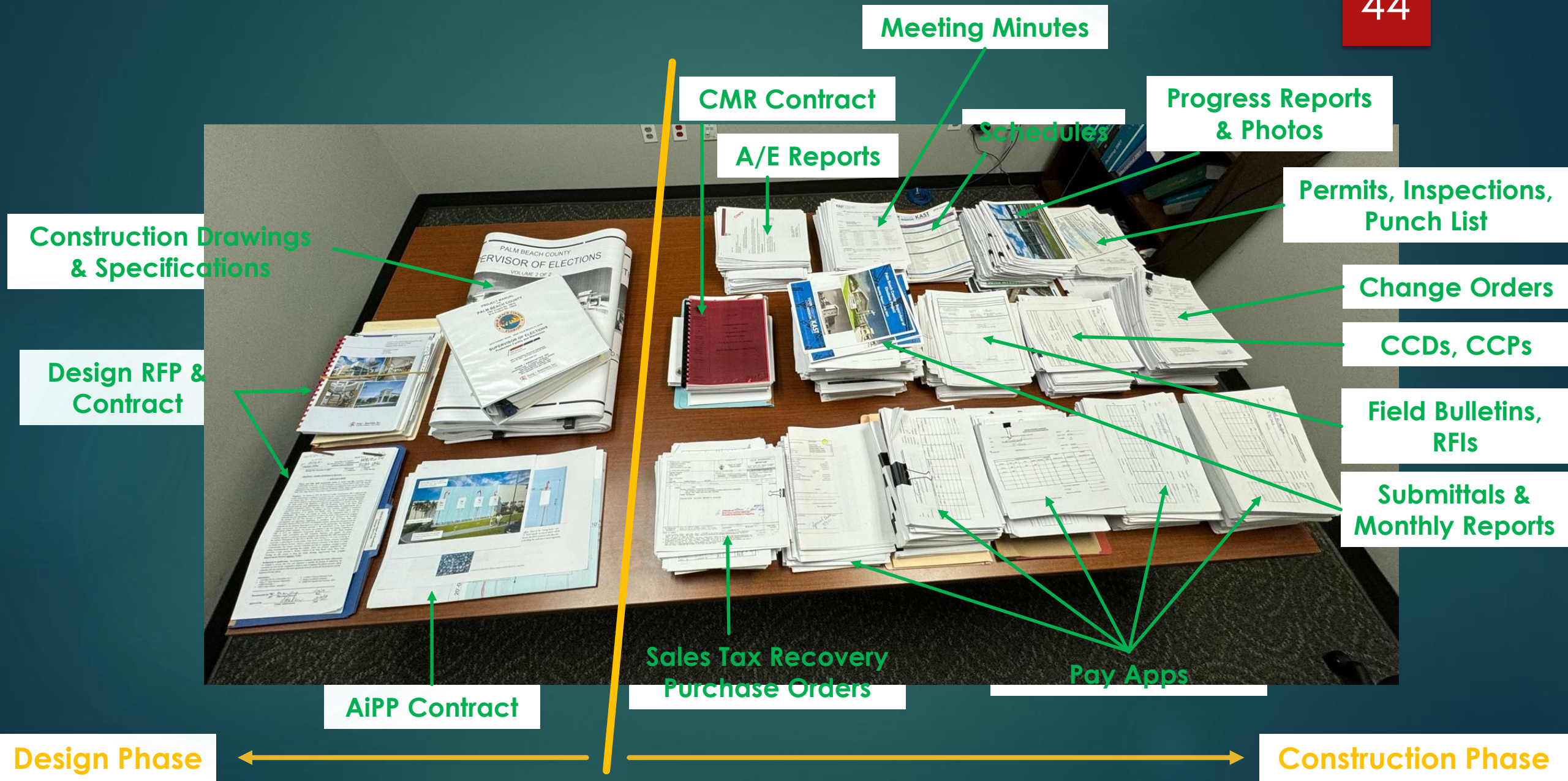
# About Construction-Related Contracts

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- ▶ Per Florida Statutes, design and construction manager at risk contracts exist in two forms:
  - ▶ Continuing for projects under \$4M; and
  - ▶ Project-specific for projects over \$4M
- ▶ Per Unit Cost and Annual Trade contracts have capacity not-to-exceed amounts established by the Board
- ▶ Escalation clauses are not the norm in County contracts; currently only EPW and ERM have contract clauses allowing for the same under specific circumstances



# The World of Contract Administration



# Lifecycle of a Capital Project

Project	Policy Direction & Budgeting	Design	Construction
Supervisor of Elections Production Facility	<b>56 months</b> (September 2015 - May 2020)	<b>20 months</b> (June 2020 – February 2022)	<b>24 months</b> (March 2022 – March 2024)



# Overview of County Construction Processes

PBC CONSTRUCTION DEPARTMENTS (FACILITIES DEVELOPMENT & OPERATIONS, WATER UTILITIES, ENGINEERING AND PUBLIC WORKS, ENVIRONMENTAL RESOURCES MANAGEMENT, AIRPORTS)

BCC WORKSHOP MEETING

MAY 21, 2024