

II. FISCAL IMPACT ANALYSIS

A. Five Year Summary of Fiscal Impact:

Fiscal Years	2020	2021	2022	2023	2024
Capital Expenditures	\$103,124	\$212,433	\$217,986	\$223,705	\$229,595
Operating Costs					
External Revenues					
Program Income (County)					
In-Kind Match (County)					
NET FISCAL IMPACT	<u>\$103,124</u>	<u>\$212,433</u>	<u>\$217,986</u>	<u>\$223,705</u>	<u>\$229,595</u>
# ADDITIONAL FTE POSITIONS (Cumulative)	<u>2</u>				

Is Item Included in Current Budget: Yes X No
 Does this item include the use of federal funds? Yes No X

Budget Account No: Fund 0001 Dept 410 Unit 4120 Object Various

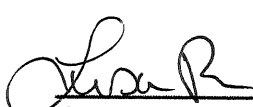
B. Recommended Sources of Funds/Summary of Fiscal Impact:

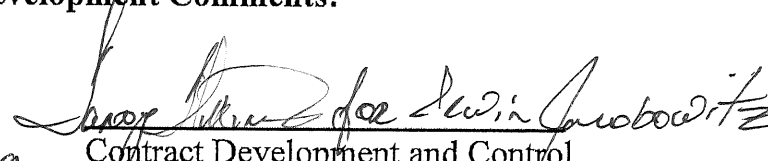
These positions would require funding from ad valorem revenue. The impact in fiscal years 2021 and beyond may be partially offset when the billable rates are evaluated and adjusted.

C. Departmental Fiscal Review: 

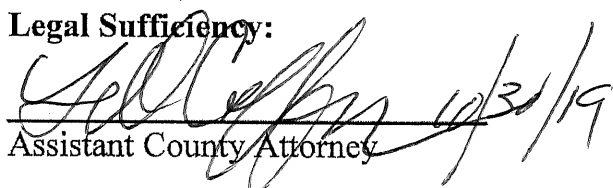
III. REVIEW COMMENTS

A. OFMB Fiscal and/or Contract Development Comments:

 10/29/19
OFMB


Contract Development and Control
10/29/19 TW

B. Legal Sufficiency:


Assistant County Attorney

C. Other Department Review:

Department Director

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

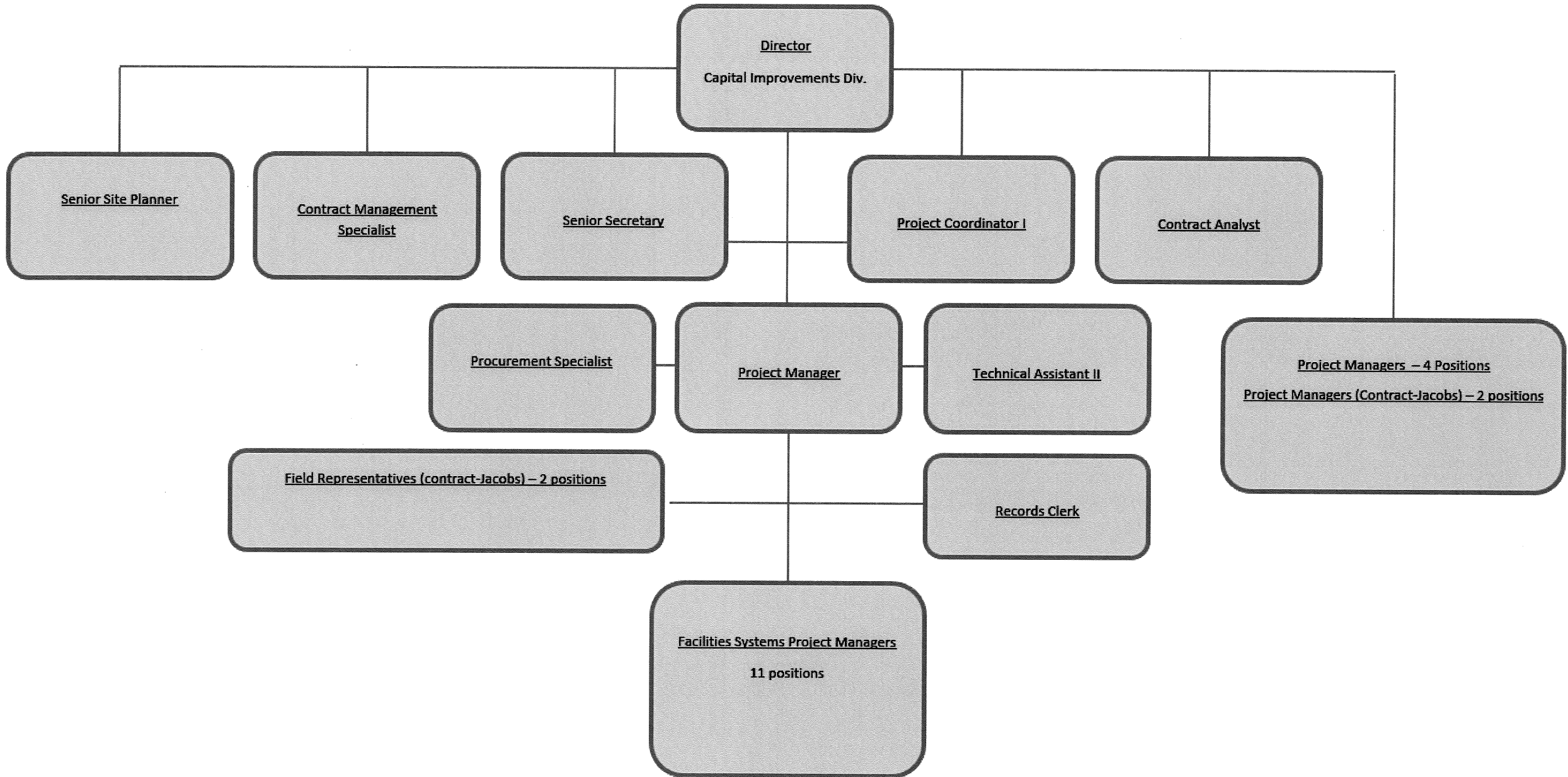
Background & Policy Issues (Cont'd): CID has two main operating areas: 1) administrative operations, which includes procurement processes, contract renewals, receiving and processing of payment applications, reporting, and procedural compliance of both Federal and non-Federal projects, among other responsibilities; and 2) technical operations, which provides for direct project management and field operations of new and existing facility renovations and construction. The Division has a personnel complement of twenty-nine (29) positions out of which twenty five (25) are permanent and four (4) are non-permanent. Under the contract with Jacobs, CID has four (4) additional contract staff members providing direct project management support.

Contract R-2017-0773 was executed to provide program and project management services for the GGCP which includes the Infrastructure Sales Tax (IST) Program and traditional 5 year Capital Improvement Plan. The contract is currently in its initial five (5) years term with the option to renew for five (5) one-year additional terms solely at the County's discretion. Services provided by Jacobs include: administering compliance with the approved IST program; serving as a liaison to the County's IST Independent Citizens Oversight Committee; monitoring overall budgets, schedules, and reporting through the use of a customized project management software (Prolog); and providing direct project management services through Project Managers, as necessary to supplement FDO/CID' operations. For the past three fiscal years this combined operational framework that provides for Jacobs staff working alongside CID staff has proven effective in adequately positioning CID to manage the increased project workload that resulted from the IST program. Contract expenditures have remained within the originally estimated 5-year value. Currently, CID has over four hundred (400) open projects and for the past two (2) fiscal years, an average of thirty (30) additional projects have been received on a monthly basis. Although the numbers fluctuate as projects are closed out and new ones are received, that average adequately reflects the workload managed by the Division.

While the current framework has adequately served to manage projects at the direct operational level, with only one(1) supervisor in its personnel complement (overseeing eleven (11) Facilities Systems Project Managers), the Division lacks a mid-management structure. This results in the remaining thirteen (13) employees and four (4) contract employees, which are across the paygrade spectrum (e.g. from Records Clerk to Project Managers) and have dissimilar types and levels of responsibilities, all reporting directly to the Division Director. The CID Director is then directly responsible for assigning the workload, supervising performance and guiding those staff members; in addition to performing the other duties of the position which require a broader grasp of overall planning, design and construction for all renovation and new construction efforts in County buildings. Inherent physical limitations and time constraints have proved this to be an inadequate arrangement as, given the heavily-regulated nature of the operations carried out by CID, staff is often required to wait for guidance or approval from the CID Director. This in turn results in unwanted delays that cannot be avoided as guidance, review and approval are still needed. The criticality of providing adequate guidance and review to ensure compliance with all applicable regulations (e.g. EBO ordinance, Purchasing ordinance, PPMs) is further compounded by the volume of projects managed by the Division.

To address the aforementioned challenges, Staff is requesting Board authorization to add an Assistant Director and a Contracts Manager position to the division's personnel complement. The Assistant Director (pay grade E02) would directly oversee capital project managers, effectively grouping employees performing similar tasks and providing for mid-management review. The Assistant Director will also assume the duties of the Director in his/her absence, a matter that is not provided for under the current organizational structure. The Contracts Manager (pay grade 39) would oversee all administrative staff which currently handles procurement and contracting efforts, providing for a cohesive process that better aligns with the operational needs of the division. The fiscal impact of adding both positions, assuming mid-point recruitment, is \$103,124 some of which will be offset in FY21 and beyond when the Division's billing rates are adjusted to include these expenses. Fiscal impact for FY20 is estimated at \$103,124 for six (6) months of salary/benefits, assuming completion of the recruitment process in April 2020.

Attachment 1 – Current Org Chart FDO/CID



Attachment 2 – Proposed Org Chart FDO/CID

