# PALM BEACH COUNTY BOARD OF COUNTY COMMISSIONERS AGENDA ITEM SUMMARY

Meeting Date:	November 5, 2019	[ ] Consent [ ] Ordinance	[X] Regular [ ] Public Hearing
<b>Department:</b>	Facilities Development & Op	erations	

#### I. EXECUTIVE BRIEF

Motion and Title: Staff recommends motion to approve: the addition of one (1) Assistant Director and one (1) Contracts Manager position to the complement of Facilities Development & Operations (FDO)/Capital Improvements Division (CID).

Summary: On June 7, 2017 Palm Beach County Board of County Commissioners approved contract R-2017-0773 with Jacobs Project Management Co. (Jacobs) for the provision of program and project management services for the General Government Capital Program (GGCP) which includes the Infrastructure Sales Tax (IST) Program and traditional 5 year Capital Improvement Plan. The contract also provided for additional contract staff to join FDO/CID's effort in managing the increased quantity of capital projects that resulted from addressing the existing GGCP project backlog through the IST initiative. 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. Notwithstanding the increase in CID operational forces resulting from the Jacob's project management staff, the Division lacks mid-management positions which results in the Division Director directly supervising seventeen (17) staff members having varying responsibilities and dissimilar functions across the paygrade spectrum. This operational framework has proven inadequate, undermining the Division's ability to manage its heavy workload. Two (2) new positions are required mid-year to address the operational challenge. Impact in FY20 is \$103,124. (CID) Countywide (LDC)

**Background & Policy Issues:** CID provides the full extent of project management services including programming support, design, permitting and construction oversight for new and existing County facilities. Projects range from general level repair/replacement efforts to full design and construction of new facilities, and include emergency and planned work of varying county buildings including those deemed mission critical. Given FDO's delegated procurement authority as a construction department, CID also manages the entirety of the procurement process (i.e. advertising, selection and contracting) for all projects under its responsibility. (Continued on page 3)

#### Attachments:

- 1. Current Org Chart FDO/CID
- 2. Proposed Org Chart FDO/CID

Recommended 1	By:	Anny Way	10/28/19
	gac	Department Director	Date
Approved By:		Marken	10/31/19
		County Administrator	Date / /

## II. FISCAL IMPACT ANALYSIS

## A. Five Year Summary of Fiscal Impact:

Fiscal Years	2020	2021	2022	2023	2024
Capital Expenditures Operating Costs External Revenues Program Income	\$103,124	\$212,433	\$217,986	\$223,705	\$229,595
(County) In-Kind Match (County					
NET FISCAL IMPACT	\$103,124	\$212,433	\$217,986	\$223,705	\$229,595
# ADDITIONAL FTE POSITIONS (Cumulative)	2				
Is Item Included in Does this item included if federal funds?		get: Yes X Yes	No No	X	
Budget Account No:	: Fund <u>0001</u>	Dept <u>410</u>	Unit <u>4120</u>	Object <u>Vario</u>	<u>us</u>
B. Recommend	led Sources of F	`unds/Summar	y of Fiscal Impa	ict:	
These position fiscal years 2 evaluated and	ons would require 2021 and beyond d adjusted.	e funding from may be partiall	ad valorem rever	nue. The impac e billable rates	t in are
C. Department	al Fiscal Review	v: //	Shew		
	III. <u>R</u> ì	EVIEW COMI	<u>MENTS</u>		
A. OFMB Fisca	al and/or Contra	act Developme	nt Comments:		
OFMB	10/29/19	Lolley Con	atract Developmento/29/19 Tw	ent and Contro	nuobowitz
B. Legal Suffice Assistant Con	John	19/30/19			
C. Other Depar	rtment Review:				

Department Director

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

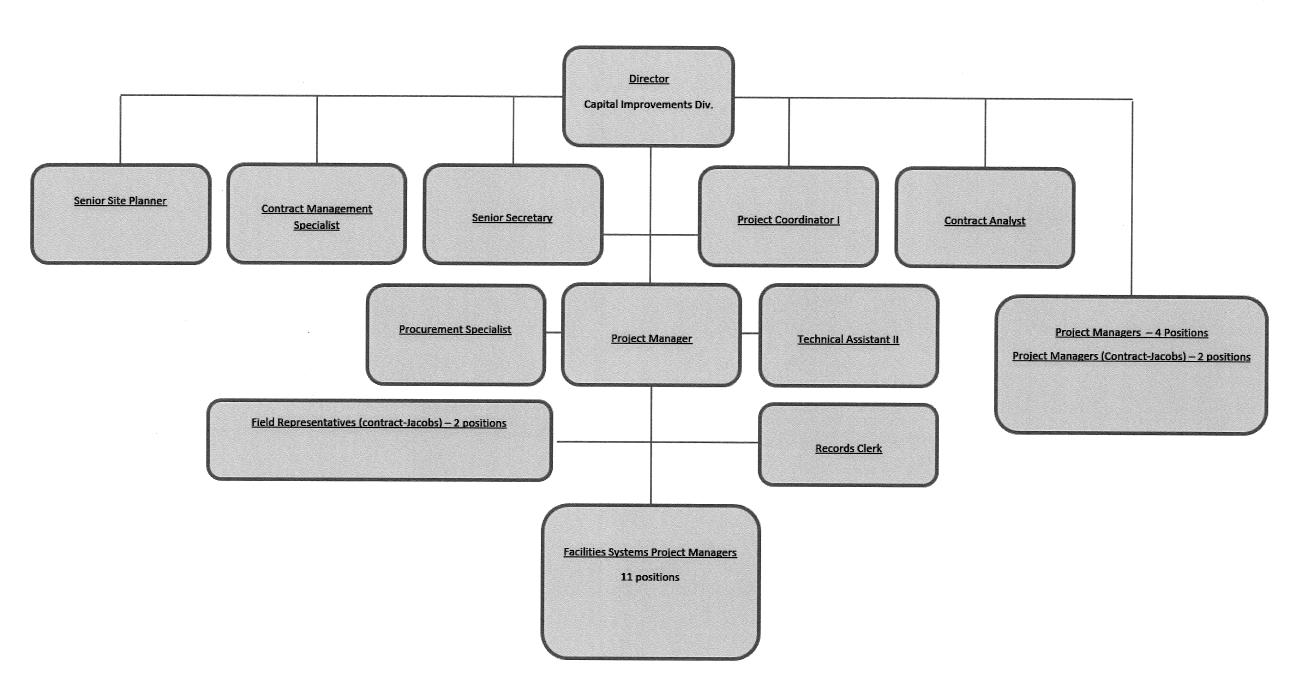
Background & Policy Issues (Cont'd): CID has two main operating areas: 1) administrative operations, which includes procurement processes, contract renewals, receiving and processing of payment applications, reporting, and procedural compliance of both Federal and non-Federal projects, among other responsibilities; 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

