

Business Operations  
J.E. Surash, P.E. Chief Business Officer

**SUBJECT: AN AGREEMENT WITH FMI CORPORATION FOR  
CONSULTATION SERVICES DURING IMPLEMENTATION OF  
THE ROLLOUT PLAN**

**COMMITTEE: FACILITIES MANAGEMENT**

Background

At its meeting of October 22, 2003, the School Board received an assessment of the facilities construction department from FMI Corporation (FMI). Subsequently on November 3, 2003 the Board held a workshop to hear a presentation from FMI on the results and conclusions of the assessment, and to discuss the FMI recommendations. A preliminary rollout plan for implementation of those recommendations was later presented to the Board by staff at the November 19, 2003 meeting.

Additional Information

Since that time, it has become apparent that additional continuing support from FMI would be beneficial to staff as it moves to improve processes and reorganize functions in the facilities construction department. Presently, an appropriate level of staff time is not available to accomplish the recommended milestones by the timelines contained in the assessment without additional resources. Additionally, a continuing presence by FMI as implementation ensues would provide external monitoring and validation of the District staff's efforts. This is particularly important given the fact that many of the assessment's recommendations dovetail into several of the recommendations from the Miami-Dade Land Acquisition and Facilities Maintenance Operations Advisory Board.

Based on the above, District staff requested FMI to submit a proposal for continuing services for a six-month period to supplement staff resources and assist with the implementation of some of the recommended key milestones. The proposal identifies the deliverables, which were developed in consultation with staff, as well as FMI's level of involvement including on and off site support. The proposed fee, inclusive of all travel and expenses is \$129,000. The recommended funding source is from undistributed capital contingency. It should be noted that the Professional Services Committee, at its meeting of January 15, 2004 considered the proposal for continued engagement of FMI and approved a waiver to the bidding process based on the firm's level of expertise and experience with the District's facilities construction department, and its prior engagement.

**REPLACEMENT  
E-23**

The proposal, a copy of which is attached (see Attachment 1), includes the following services:

- Review and validation by FMI of the strategic planning process for development of the five-year work plan;
- Planning and facilitation of strategic planning session with the Transition Team to establish policies, procedures and metrics for the implementation of the strategic initiatives identified by the Executive Team;
- Assist with development of template to reflect the five-year work plan in terms of milestones, cash flow and resource projections;
- Provide feedback on staff developed standard project program reporting;
- Conduct a detailed review of internal and external committees involved in the delivery of the capital program and provide detailed recommendations for change;
- Assist district staff with the planning of a peer group task force which includes the architectural, engineering and contracting communities and follow-up with quarterly reviews to ensure high value is maintained;
- Develop standard questionnaire to be used by district staff to gauge best practices in other school districts;
- Assist district staff in determining how to best review and validate external data used for planning purposes, including demographics;
- Assist district staff with the implementation of the short and long-term organizational structure including job descriptions, skills set, reporting lines and process for filling positions;
- Undertake a compensation study to include 8-10 other school districts and develop compensation structure for consideration by the district;
- Assist district staff with the finalization of the pre-qualification process and develop performance metrics to track performance;
- Review and provide input on the procedures manual as it is formulated by district staff;
- Develop appropriate schedule for the routine training of employees, topics to be covered and recommendations on training resources;
- Provide sample performance evaluation tools used by other design and construction organizations;
- Provide a summary of how PR is effectively handled in other districts;
- Review, provide input and make recommendations on the Total Building Commissioning process;
- Review the database used to report progress on projects and provide input for further refinement;
- Review recommendations from the district's IT consultant as it relates to project management solutions and provide input to ensure the right IT strategy is selected.

If approved by the Board, the proposal will be reviewed by the office of the School Board Attorney and the Office of Risk and Benefits Management prior to execution.

**RECOMMENDED:**

That The School Board of Miami-Dade County, Florida:

- 1) approve an agreement with FMI Corporation in the amount of \$129,000 for a six-month period, from February 2004 through August 2004 to assist with the implementation of the recommendations contained in the FMI assessment dated October 2003, and as more specifically detailed above and in Attachment 1;
- 2) transfer \$129,000 from Program 0001, Undistributed Capital Contingency to Program 1575, Project Management; and
- 3) amend the five-year facilities work program resulting from this budget adjustment.

JES/ARC/sj