

Mt. Diablo Unified School District

PROPOSAL TO REORGANIZE AND
RECONSTITUTE PROGRAM/CONSTRUCTION
MANAGEMENT TEAM

Attached is a comprehensive summary provided by Pete Pedersen, Director of Maintenance and Operations for a new Program/Construction Management Team.

Current Staffing Model and Chronology

- In March of 2002 the Board of Education awarded the contract for program and construction management services for the Measure C Facility Improvement Program to the joint venture of Vanir/3DI for the not to exceed fee of \$13,987,511, including all reimbursable costs. This fee was driven by a comprehensive and fully articulated

staffing plan which identified adequate staffing to provide service from March 2002 through December 2007. The original staffing plan submitted by Vanir/3DI identified a core resident staffing model consisting of the following twelve (12) full-time positions:

Program Manager (1)
 Design Phase Project Manager (2)
 Construction Manager (4)
 Assistant Construction Manager (2)
 Contract Administrator (1)
 Administrative Assistant (2)

A copy of this originally submitted staffing plan is attached hereto as Exhibit I. An organizational chart delineating the line and staff relationships associated with the original model is attached as Exhibit II.

- In response to a critical need to accelerate the design and submittal of the initial (Group I through Group III) projects, Vanir/3DI requested a "fee neutral" adjustment in their staffing plan in May 2002. This adjustment was subsequently approved and consisted of the insertion of one (1) additional Design Phase Project Manager to the pre-existing two (2) person design phase team. A copy of this revised staffing plan is attached hereto as Exhibit III. An organizational chart illustrating the line and staff relationships associated with this revised model is attached as Exhibit IV.
- In a deliberate effort to reduce costs associated with the management of the Measure C Program, Maintenance and Operations proposed the creation of a Construction Manager II classification. Complimenting this proposal, staff also recommended the creation of a Construction Manager I classification to provide Maintenance and Operations management relief and assistance in managing conventional maintenance, deferred maintenance and other scheduled modernization projects. On November 12, 2002, the Board of Education approved the creation of both the Construction Manager I and II positions. A recruitment was conducted during the winter of 2003, and two qualified candidates were eventually brought to the Board for approval on March 11, 2003.
- Since the implementation of the Construction Manager I and II positions, the District has realized significant savings in its aggregate construction management costs and has come to enjoy a remarkably enhanced level of coordination, control and project management. The incumbent in the Construction Manager II position was embedded into the Vanir/3DI organization and has actually displaced the need for a scheduled Design Phase Project manager on the Vanir/3DI team. By August of this year, this single position displacement had resulted in a net five and one-half month cost avoidance of in excess of approximately \$69,500 (or \$149,000 projected first year annual savings) in Measure C project management costs. This single supplanted position will then yield a five year net program savings of in excess of \$745,000.

As of October 15, 2003 the incumbent Construction Manager I has also been partially embedded into the Measure C Project Team, supplanting a pre-existing Construction Manager from Vanir/3DI who had been managing the modernization work at three sites. This single position displacement has the potential to result in an annual cost avoidance of approximately \$170,693 in the first year alone. An organizational chart illustrating the line and staff relationships associated with this revised model is attached

as Exhibit V. This chart reflects the current organizational model in place at the time of this writing. It is significant to note that the Construction Manager I position is a General Fund position and has been identified for elimination effective December 31, 2003.

Proposal to Expand Supplantation of Contract Program/Construction Management Positions with District Staff

While initially somewhat awkward or cumbersome, the interfusing of District staff within the Vanir/3DI organizational structure has proven to be an impressively viable, efficient and economically prudent management model. In an effort to expand upon the verified success of using in-house (District) program/construction management, we are respectfully recommending that a broad, multi-position recruitment exercise be authorized to identify potential candidates for one (1) Construction Manager II position, a newly proposed position of Project Manager/Assistant Program Manager classification (one position), a newly proposed Assistant Construction Manager classification (one position) and a proposed Project Coordinator position (one position). The proposed Construction Manager II position would supplant an existing scheduled contract position. The proposed Project Manager/Assistant Program Manager position would displace the current Vanir/3DI Program Manager position, as well as one (1) Design Phase Project Manager position and would assist in providing technical and administrative oversight to the modernization program. The proposed Project Coordinator position would work directly under the direction of the Director of Maintenance, Operations and Facilities in performing technical, administrative and communication tasks related to the Measure C Program. The proposed Assistant Construction Manager position would displace one of the two (2) existing Vanir/3DI Assistant Construction Managers in coordinating and administrating assigned Measure C projects.

Additionally, recognizing the significant savings that would be realized in replacing one of the existing Vanir/3DI Administrative Assistant positions with a District clerical/technical staff person, serious consideration should be given to supplanting this support position with qualified District staff as soon as practicable.

Assuming that the District was successful in recruiting for all of the aforementioned positions, the resulting organization would function along the lines of authority reflected in the organizational chart presented in Exhibit VI.

Newly Proposed Positions: Compensation Determination

The success of the proposed recruitment will be influenced by the District's ability to extend a competitive compensation package and the prospect of an attractive job environment with some reasonable degree of career stability to candidates for each posted classification. In determining appropriate compensation levels for the proposed positions, staff conducted a position by position assessment for both internal and external equity employing the more conventional evaluative criteria of 1) educational/experiential requirements, 2) consequence of error associated with position, 3) budgetary responsibilities associated with position, 4) span of supervision and 5) frequency, volume and significance of inter and intra organizational contacts.

Internal Equity

Based on a consideration of each of the criterion identified above, it is being recommended that 1) the position of Project Manager/Assistant Program Manager be fixed at Range 15 of the Management Salary Schedule, 2) the position of Project Coordinator be placed on Range 12 of the Management Salary Schedule, and 3) the position of Assistant Construction manager be placed at Range 4 of the Management Salary Schedule. These recommended placements are competitive and consistent with other positions on the salary schedule and serve to preserve the current internal equity sustained amongst the Maintenance and Operations Management positions.

External Equity

As is most often the case with other professional positions, it is extremely difficult for public school districts to establish and sustain compensation packages which are remotely commensurable to those being extended for similar positions in the private sector. Compensation packages for highly experienced Program/Project Managers often eclipse those enjoyed by experienced senior officials/directors in public school districts. This fact notwithstanding, the compensation levels recommended for both the proposed and existing program positions have been determined to be comparable to those compensation levels offered by other districts for similar positions.

During the week of October 20, 2003 Personnel Services issued requests for comparative salary information from thirty-two California School Districts/County Offices of Education. The results of the respondents of this survey are summarized below. The proposed salaries of the Project Manager/Assistant Program Manager, Project Coordinator and Assistant Construction Manager, as well as the existing salaries for Construction Manager I and II are identified for the purpose of comparison. Copies of all available job descriptions and salary information are attached collectively as Exhibit VII.

District	Position	Annual Salary
MDUSD	Construction Manager I	\$61,566 - \$74,836
MDUSD	Construction Manager II	\$67,558 - \$82,112
MDUSD	Assistant Construction Manager (Proposed)	\$47,508 - \$57,752
MDUSD	Project Coordinator (Proposed)	\$69,140 - \$84,045
MDUSD	Project Manager/Assistant Program Manager (Proposed)	\$72,408 - \$88,001
Anaheim Union High SD	Project Manager	\$51,072 - \$66,948
Los Angeles COE	Facilities Planning Manager	\$62,688 - \$77,664
Los Angeles COE	Project Manager	\$69,120 - \$72,912
Paso Robles Public Schools	Senior Construction Supervisor	\$56,912 - \$69,259
Paso Robles Public Schools	Construction Supervisor	\$47,999 - \$57,410
Fairfield/Suisun	Facilities Planner	\$76,792 - \$87,099
Fairfield/Suisun	Director Facilities/Construction	\$86,429 - 98,215

District	Position	Annual Salary
Anaheim City School District	Senior Director of Construction Programs	\$90,624 - \$110,148
Riverside USD	Construction Project Coordination	\$51,636 - \$60,406
Riverside USD	Assistant director Facilities Projects	\$54,196 - \$63,402
Riverside USD	Director II Facilities Projects	\$83,511 - \$97,996
San Juan USD	Lead Project/Planner Coordinator	\$44,496 - \$56,496
Liberty Union High School District	Construction Manager	\$56,232 - \$72,516
Liberty Union High School District	Construction Manager II	\$58,843 - \$75,883

Summary

Given 1) the unabated sequence of dramatic performance problems and service related failures associated with both the leadership and site level management of the current contracted program/construction oversight of the Measure C Program, 2) the verified success of recruiting and assigning qualified District staff to the direct management of Measure C projects and 3) the unchallengeable economic benefit of reducing or eliminating dependence upon contracted program/construction management services, we are compelled to consider expanding the strategic displacement of contracted staff by qualified District personnel. Admittedly, the extent to which the District can successfully recruit such an extensive cadre of professionals is largely unknown. However, given the potential for program improvement and the economic benefit of blending or supplanting qualified District staff into the Measure C Program Team, the recruitment proposed herein should not be summarily disregarded based solely on its seeming unconventionality. Nor would it seem appropriate to suspend action here based on a generally defined apprehension with respect of our ability to attract qualified candidates. We genuinely believe that there exists, both an imperative and an opportunity for improved service to the District and that the time is ripe for galvanizing systemic and positive change in the implementation of the Measure C Program.

Your consideration of this matter is very much appreciated.

PKP:v

Attachments

cc: Ernesto Ramirez

Exhibit II

Original Resident Staffing Model

(Jan, 2002)

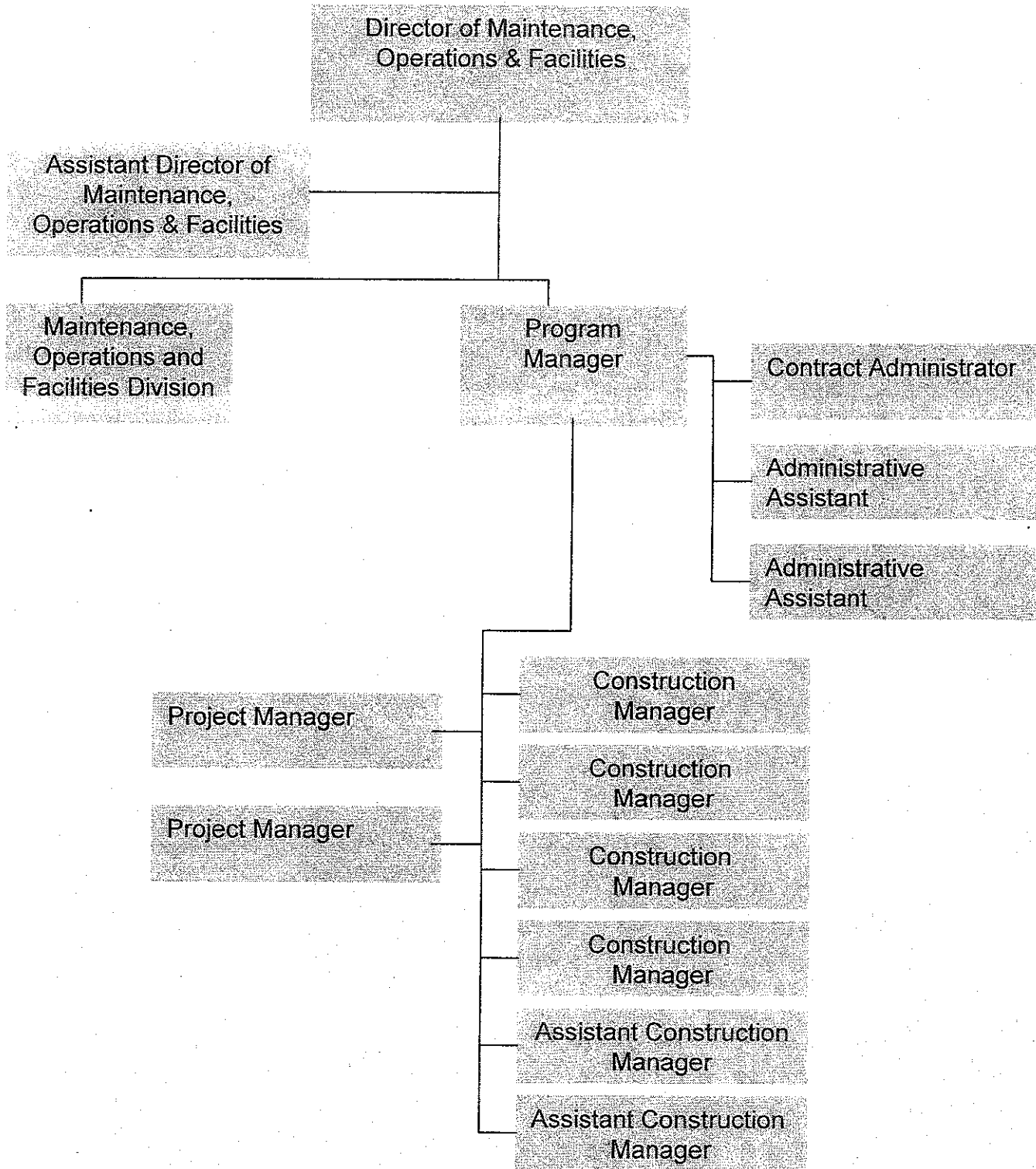


Exhibit IV

Revised Resident Staffing Model

(May, 2002)

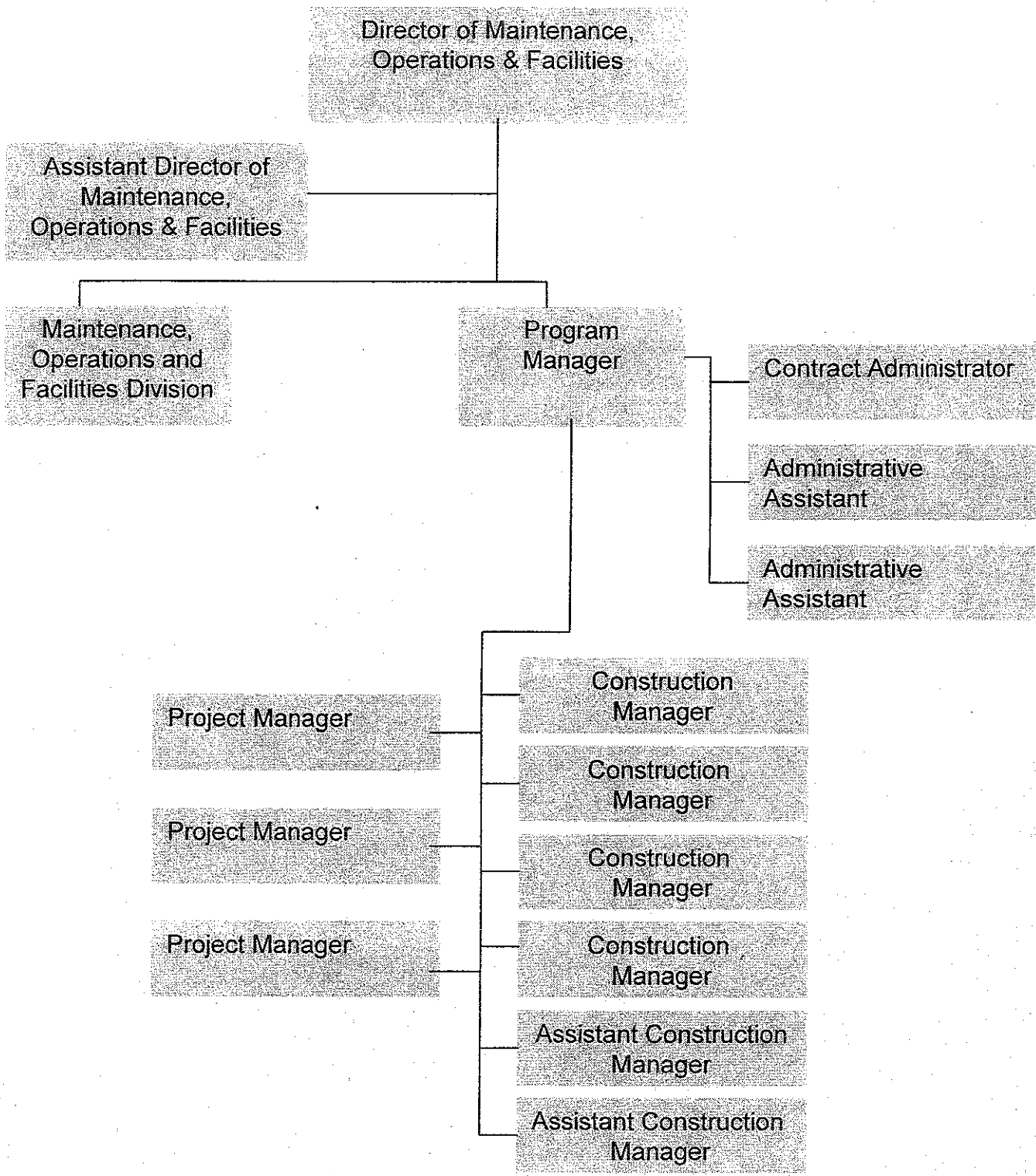


Exhibit V

Revised Resident Staffing Model

(October, 2002)

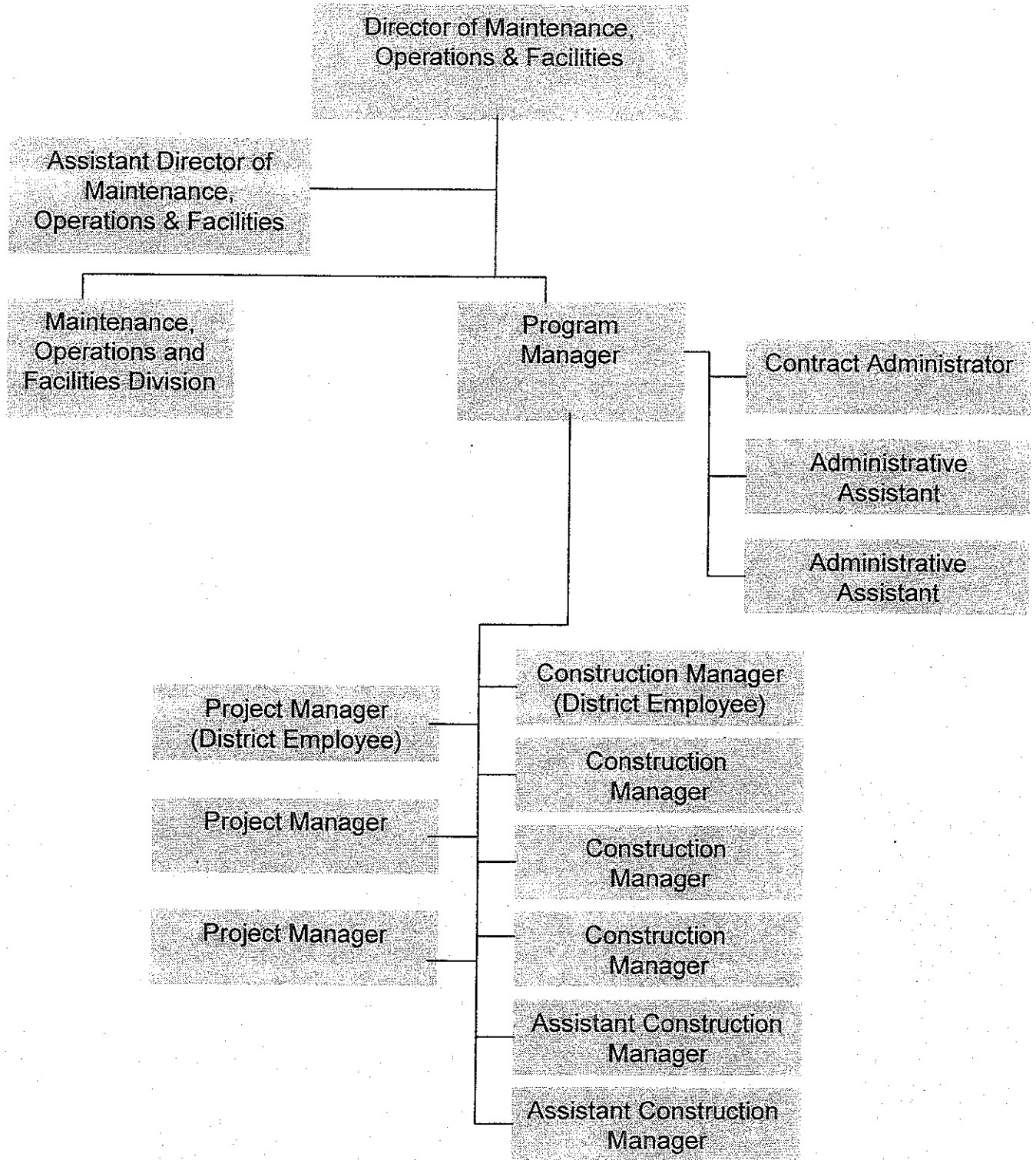
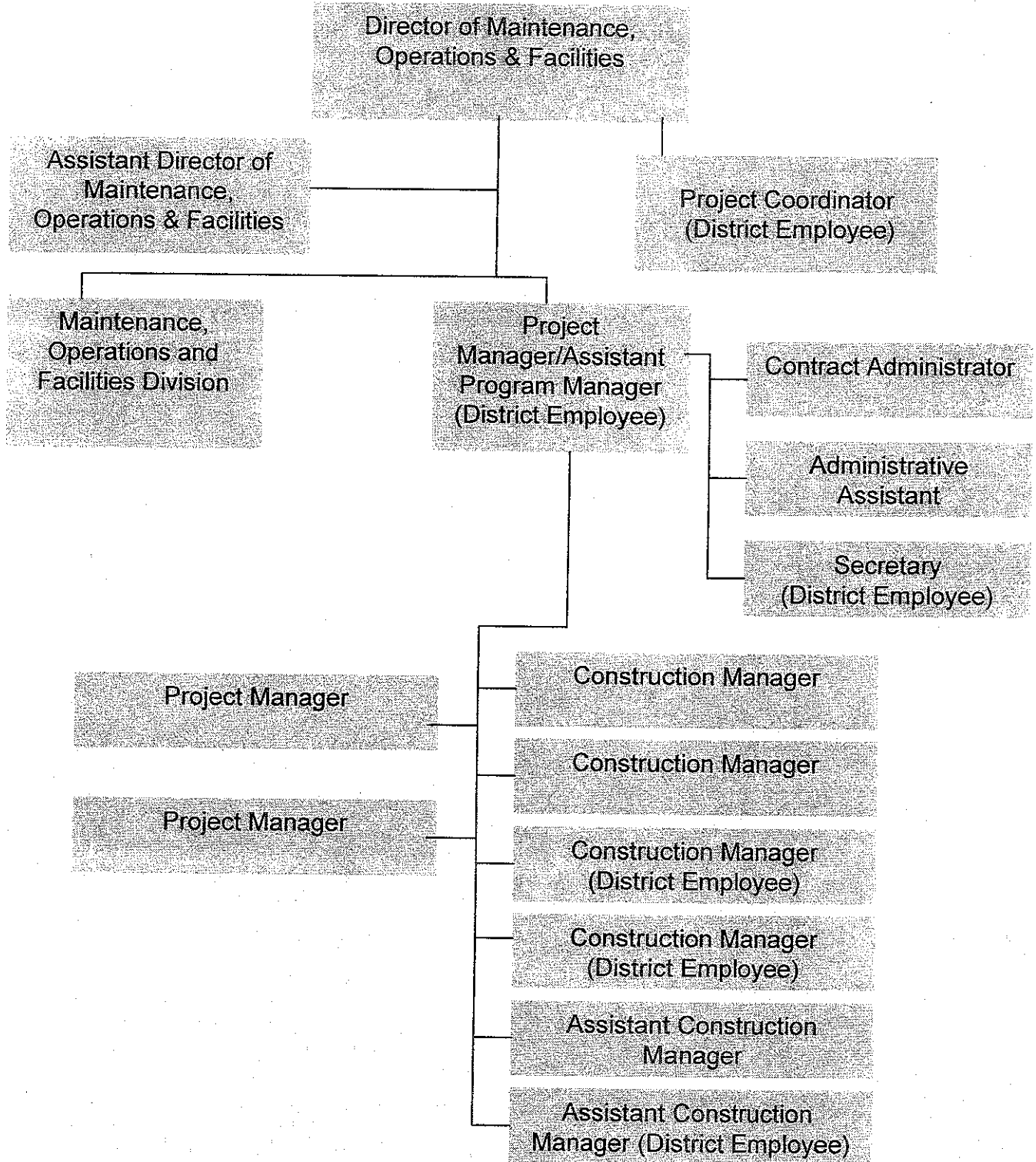


Exhibit VI Proposed Staffing Model





Agenda Item No. 9.5 (1)

Meeting Date: November 12, 2003

AGENDA DOCKET FORM

SUBJECT: Classified Personnel Adoption of Job description for Project Manager/Assistant Program Manager.

In an effort to expand upon the success and economy of using in-house construction/program management staff in lieu of contracted personnel, staff is recommending that the creation of a Project Manager/Assistant Program Manager job description. This proposed position would supplant existing contracted staff and would assist in providing technical and administrative oversight to the modernization program.



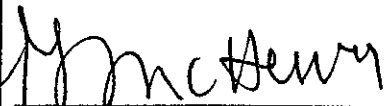
Inasmuch as the necessity for the Project Manager/Assistant Program Manager is driven by the project activities identified in Measure C, it would be proposed that the initial duration of this position be limited to the term of completion of the Measure C Program itself (2007). At that time the position would be reassessed in terms of continuing need and efficacy.

Based on an evaluation of the tasks and responsibilities associated with this position, it is being recommended that this position be placed at Range 15 of the Management Salary Schedule.

This job description was brought forward at the October 14, 2003 Board meeting for the first reading and is now being presented for Board approval.

FISCAL IMPACT: N/A.

RECOMMENDED ACTION: Approve adoption of Project Manager/Assistant Program Manager position as presented.

 Department Head	 Assistant Superintendent	 Superintendent
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Attachments: Project Manager/Assistant Program Manager Job Description.

PROJECT MANAGER/ASSISTANT PROGRAM MANAGER

Primary Function

Under direction, performs work of considerable difficulty exercising local oversight of the District's Measure C Facility Improvement Program; assists in maintaining overall responsibility for the technical and business management of designated major building projects from the preliminary planning phases through project close-out; performs other administrative and construction-related duties as assigned by the Director of Maintenance and Operations.

Directly Responsible To: Director of Maintenance, Operations and Facilities

Major Responsibilities

1. Oversees and provides leadership and assistance to management team responsible for the design and construction of all modernization projects identified in the District's bond construction programs.
2. Communicate with, and serve as liaison between the District's Program Team and any retained Construction/Program consultants.
3. Oversee and participate in the development and review of engineering and architectural construction projects and recommendation to ensure compliance with legal requirements, construction project drawings and specifications.
4. Oversee the special investigation of new technologies, equipment and construction methods which may enhance the on-going work of the Measure C Program.
5. Provides associated technical assistance to assigned staff contractors; works closely with architects and consultants to ensure that District program needs are met.
6. Assist in the planning, organizing, counseling, coordinating, reviewing and approving design, construction and related work performed by others.
7. Assist in the allocation, assignment, administration and allocation of District and contract personnel.
8. Assists in the solicitation, selection and evaluation of professional services, including inspection, specialty consultants and supplemental services.
9. Participation/facilitation in programming and problem solving exercises with District personnel in defining program/project goals and packages, master plans for accomplishing such goals.
10. Assists in the coordination of architectural and support cost estimating to advise master plan and subordinate plan goals.
11. Prepares schedules for project completion, implementing a system for review, control and reporting on project status.
12. Participation in recommendations for project methodology and strategies.
13. Assists in the oversight of the review of bids, construction regulations and technical and business discussion with contractors.
14. Provides District oversight in the preparation of budgets, correspondence and reports.
15. Oversees all analyses and reports of engineering and construction problems.