



400 South Federal Hwy  
Hallandale Beach, FL 33009

**Hallandale Beach**  
PROGRESS. INNOVATION. OPPORTUNITY.

## City of Hallandale Beach City Commission Agenda Cover Memo

Meeting Date:	Item Type:		1 <sup>st</sup> Reading	2 <sup>nd</sup> Reading
<b>12/16/2020</b>	<input checked="" type="checkbox"/> <b>Resolution</b> <input type="checkbox"/> <b>Ordinance</b> <input type="checkbox"/> <b>Other</b>	Ordinance Reading	<b>N/A</b>	<b>N/A</b>
File No.:		Public Hearing	<input type="checkbox"/>	<input type="checkbox"/>
<b>20-476</b>		Advertising Required	<input type="checkbox"/>	<input type="checkbox"/>
		Quasi Judicial:	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal Impact (\$):	Account Balance (\$):	Funding Source:	Project Number :	
<b>\$145,000</b>	<b>Funding to be appropriated after Commission approval of a Budget Amendment</b>	<b>General Fund 1610-534010</b>	<b>N/A</b>	
Contract/P.O. Required	RFP/RFQ/Bid Number:	Sponsor Name:	Department:	
<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>	<b>N/A</b>	<b>Denton Lewis,</b>	<b>Innovation Technology</b>	
Strategic Plan Focus Areas:				
<input type="checkbox"/> <b>Financial</b>	<input checked="" type="checkbox"/> <b>Organizational Capacity</b>	<input checked="" type="checkbox"/> <b>Infrastructure</b>	<input type="checkbox"/> <b>Development, Redevelopment and Economic Development</b>	
Implementation Timeline				
Estimated Start Date: 10/1/2020			Estimated End Date: 9/30/2021	

### SHORT TITLE:

**A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AUTHORIZING AN AGREEMENT WITH APX TECHNOLOGY CONSULTING, LLC FOR PROFESSIONAL SERVICES IN AN AMOUNT NOT TO EXCEED ONE HUNDRED AND TWENTY THOUSAND DOLLARS (\$120,000.00) DOLLARS; AND PROVIDING AN EFFECTIVE DATE.**

## STAFF SUMMARY:

### **Summary:**

Staff seeks City Commission approval of the attached resolution authorizing the City Manager to utilize the services of Armando Rojas through APX Technology Consulting, LLC, in an amount not to exceed \$120,000 in Fiscal Year 2020/2021, and through K-Force Government Solutions, Inc., in an amount not to exceed \$25,000 in Fiscal Year 2020/2021, to assist the Innovation Technology Department transition mission-critical functions and projects to City Staff.

### **Background:**

Over the past six years, the services of Mr. Rojas were utilized to support various systems and functions across City Departments; including support for the implementation of new systems, computer-related issues, streamlining computer equipment implementation, public safety software deployment, as well as the architecting and execution of new facility networks and security.

Mr. Rojas' services were first acquired in 2015 when his assignment was primarily to provide helpdesk support. Over time, and because of his ability, skills, and track record, he was tasked with more important assignments and functions. As of the date of this memorandum, the reliance on Mr. Rojas has grown to the point where mission-critical functions of the Innovation Technology Department are held and architected by him, without a plan in place to transfer knowledge to permanent City Staff after the completion of each project. This situation has evolved to this point, primarily due to the lack of adequate staffing in the Innovation Technology Department, and the efforts of prior administrations to cut budgets through the reduction of positions. Unfortunately, the consequences as further explained below, include the continued need to supplement operations through consulting services that have resulted in critical functions now laying in the hands of consultants. Below is a timeline and a summary of projects managed by Mr. Rojas through consulting services.

### **2015 – 2018:**

#### **Multiple Projects**

- Unified Active Directory and Netmotion for Police
- Hardware Rollout for Police
- Implementation of Hardware Inventory System for Police
- Project Management for Fire station 7
- Configuration of Access Control Systems for OB Johnson Park
- Creation of Imaging Server for Recovery Systems
- Criminal Justice Information System (CJIS) Audit Support for Police

*Services were acquired through APX Technology Consulting LLC (See Table 1a). **Total Funding: \$104,858***

### **2018 – 2019:**

#### **Key Role in Countermeasures for Virus Event of 2018**

- Root Cause Analysis
- Implementation of Quick Response for Virus Cleansing
- Construction of New Security Elements

Mr. Rojas currently holds institutional knowledge about the City's security procedures and can quickly support and mitigate future damage. However, this also creates an environment where critical security functions are in the hands of consultants and knowledge transfer to City staff is not occurring in parallel. Up until recently, he was also involved in the development of the City's Strategy for Business Continuity and Disaster Recovery.

### **Key Role in Camera Project**

- Subject Matter Expert for Camera Project
- Responsibilities of Former Network Administrator

Funding limitations forced Mr. Rojas to abandon the camera project, and certain technical aspects of the project suffered, as it had to continue without him. For that reason, staff is now constantly maintaining procedures that should have been better architected at inception. During this time, the Network Administrator, a senior member of the team, was laid off, creating a tremendous gap in department services. The department had struggled afterwards with many network repairs. To patch the situation, many of the Network Administrator's responsibilities were transferred to Mr. Rojas. This made him an integral part of the Innovation Technology Department, and the reliance on his consultancy grew even larger. Before the end of the fiscal year, Mr. Rojas was asked to relinquish support until the next fiscal year because he had reached the threshold of \$49,990.

*Services were acquired through APX Technology Consulting LLC (See Table 1a). **Total Funding: \$49,990***

### **2019-2020:**

### **Key Role in the Administration of Critical Processes**

- Corrective Measures for Camera Project
- Implementation of RingCentral for Various Departments
- Programming of Cisco Call Manager
- Implementation of Security Firewalls
- Rerouting and Implementation of Network VPN
- Configuration of Sophos Email
- Network Management
- Administration of Active Directory

Mr. Rojas was brought back in Fiscal Year 2019/2020 through K-Force Government Solutions, Inc., a temporary staffing agency, through a GSA contract that was approved by the City Commission through Resolution 2019-080 (Exhibit 2). At no fault of his own, many of the critical processes listed above, were implemented by Mr. Rojas without the involvement of other team members. This further increased the reliance on Mr. Rojas, who became the main administrator for several key processes. Additionally, the pandemic had put a strain on the department to transition into remote services, many of which, Mr. Rojas spearheaded.

The City paid \$178,750 for his services in Fiscal Year 2019/2020. Due to the staffing needs of the Department, an additional \$88,240 were spent on temporary services for a second IT consultant, for a total of \$266,990.

It should be noted that the position held by the senior staff member that was laid off in the prior fiscal year, was eliminated as part of the City Manager's recommended reductions to, and adoption of, the FY2019/2020 budget. These reductions, as presented to the City Commission on September 23, 2019 during the 2<sup>nd</sup> Public Budget Hearing, also included offsetting improvements to the MUNIS system by one fiscal year. The total reduction to the

Innovation Technology Department FY2019/2020 budget was presented as \$294,643, with the purpose of stabilizing expenditures (Exhibit 4). As it is now clear, stabilization of expenditures was not achieved, nor was the reduction in staffing or technology, proper for the stable operations of the Department.

As a result of the high cost of consulting services, the former Chief Information Officer recommended the hiring of the two consultants to realize cost savings and to better staff the Department. The hiring of Mr. Rojas would ensure the retention of critical institutional knowledge. The intent was to hire Mr. Rojas full-time at a yearly cost of \$107,214, which would have resulted in substantial annual savings. However, the hiring plan was not effectively communicated to Mr. Rojas, who had no intention to become a City employee. As such, at end of FY 2019/2020, two full-time positions were approved by the City Commission for the upcoming fiscal year, but Mr. Rojas did not take the post, and funding for continued consulting services in the next fiscal year was not requested as part of the Fiscal Year 2020/2021 budget. It should be noted that the former Chief Information Officer left the City in August 2020, before the budget for the next fiscal year was finalized, and without leaving a contingency plan for continuity of operations.

*Services were acquired through K-Force Government Solutions, Inc. in accordance with GSA Contract under Resolution No. 2019-080 (See Table 2a). **Total Funding: \$266,990***

*Table 1a. POs for APX Technology Consulting, LLC*

PO #	DESCRIPTION SRVS	AMOUNT
20150990	IT CONSULTING	\$ 13,692
20160114	CONSULTING	\$ 31,028
20170329	STAFFING SERVICES	\$ 26,458
20170330	PROFESSIONAL SRVS	\$ 8,680
20180606	IT CONSULTING: Dairon Castillo Armando Rojas	\$ 25,000
20190411	STAFFING SERVICES	\$ 49,990

*Table 2a. POs for K-Force*

V#103242	K-FORCE	PO20200101	\$ 266,990
	RESOLUTION 2019-080 UNDER GSA CONTRACT NUMBER GS-00F-273CA		
CONSULTANT	Armando Rojas		\$ 178,750
	Nilson Pires		\$ 88,240

### **Current Situation:**

In an effort to provide continuity in the Department, temporary consulting services have been sought from Mr. Rojas in the current fiscal year, and while the Department is re-organized, re-structured, and properly staffed.

Starting on October 1, 2020, Mr. Rojas worked through K-Force Government Solutions, Inc., for 242 hours, totaling an amount of \$24,200 dollars, up to November 16, 2020. On November 18<sup>th</sup> 2020, the City Commission, via Resolution No. 2020-104, authorized the utilization of GSA

contracts including K-Force Government Solutions, Inc. with an effective date of October 1, 2020, which would authorize the services rendered by Mr. Rojas (Exhibit 3).

However, after further reviewing the operations, staffing, structure, and budget of the Department, it was noted that a well thought out solution, which includes the transfer of knowledge from Consultants to City Staff, was imperative. Given Mr. Rojas' current position within the structure of the Innovation Technology Department, the deep knowledge of the City's security and infrastructure deposited in him, and the dependency that has been created over the years, retaining his services for the successful transition of knowledge, is necessary.

At the moment, and given that many of the City's priorities for the fiscal year include technology solutions that will add a significant load to the Department, staff finds it necessary to request authorization to retain Mr. Rojas to document all critical functions that he currently manages, and to train permanent City Staff for redundancy while supporting other projects rather than continuing to take on primary or key roles.

Per the Department's analysis, the primary role for Mr. Rojas will be to build a knowledge repository, to implement a documentation process, and to train staff on configuration and management of critical infrastructure and system-wide technology. This will ensure redundant coverage in all areas and ultimately improve service levels for support and repairs.

The transition process will take approximately 6 – 9 months to complete and will entail the following:

- Work with City staff to resolve help desk tickets and support issues where staff will document solutions and store in a repository accessible to all members of the IT Department
- Identify areas where contractor has control, document these areas and implement control manuals for staff to learn and manage these technologies
- Thorough analysis of current network infrastructure and creation of an in-depth network diagram of Hallandale Beach's data network to ensure that all aspects are accessible and configurable

Additionally, the IT Department was tasked with the creation of a Department Plan that prevents the City from being in this, and other similar predicaments in the future. The plan speaks about the structure of the department and how the team will ensure that continuous support and critical functions are carried out by City Staff.

**Why Action is Necessary:**

City Manager's purchasing authority for professional services is \$25,000. For this transition to be successful, the cost of consulting services by Mr. Rojas is \$120,000 through APX Technology Consulting, LLC., and \$25,000 through K-Force Government Solutions, Inc. respectively, for a maximum of \$145,000 in Fiscal Year 2020/2021. For this reason, City Commission Authorization is needed.

Furthermore, pursuant to Chapter 23, of the City of Hallandale Beach code of ordinances, section 23- 8(2), Professional Services. Contracts for professional services involving peculiar skill, ability, experience or expertise, which are in their nature unique and not subject to competitive bidding, are exempt from the competitive bidding requirements of this article; however, a formal written contract, approved by the commission, shall be required for all such contracts in excess of \$25,000, and any applicable state law, such as the Consultant's Competitive Negotiation Act, shall be followed.

**Cost Benefit:**

The rate through K-Force Government Solutions, Inc. is \$100/hour. The switch to APX Technology Consulting, LLC., will result in savings of 25%, as the hourly rate has been reduced from \$100/hour to \$75/hour. As such, staff is requesting a contract amount of \$120,000 to be allocated for this expense as shown on quote attached. (Exhibit 5).

The benefit of retaining Mr. Rojas consulting services outweighs the cost, as he possess a unique skill and peculiar expertise in many of the City's critical functions that an outsider would not have.

**PROPOSED ACTION:**

The City Commission approve the attached resolution for consulting services to be provided by Armando Rojas via K-Force Government Solutions, Inc. and APX Technologies LLC., in an amount not to exceed \$145,000 for continuity of projects and transision of knowledge to City Staff.

**ATTACHMENT(S):**

- Exhibit 1 – Proposed Resolution
- Exhibit 2 – Resolution No. 2019-080
- Exhibit 3 – Resolution No. 2020-104
- Exhibit 4 – FY2019/2020 Budget Presentation Excerpt
- Exhibit 5 – Professional Services Quote