

PALM BEACH COUNTY  
BOARD OF COUNTY COMMISSIONERS

WORKSHOP SUMMARY

Meeting Date: March 18, 2025

Department: Administration

I. EXECUTIVE BRIEF

Title: Palm Beach County Organization Review and Assessment

**Summary:** On, January 7, 2025, during the Regular Board of County Commissioner's (BCC) Meeting by consensus of the BCC. Palm Beach County Administrative Staff was directed to prepare an item which would allow the BCC to discuss policies, procedures, and organizational structure.

**Background and Policy Issues:** May 14, 2024, discussion ensued amongst the BCC regarding the current organizational structure. As a result of the discussion it was determined each Commissioner should review the current policies, procedures and operations of the county, have further discussion at a future Workshop and provide county staff with direction as to how to move forward.

Attachments: N/A

Recommended by:  Assistant County Administrator Date 2/26/2025

Approved By: \_\_\_\_\_ Deputy County Administration Date





**County Administration**

P.O. Box 1989

West Palm Beach, FL 33402-1989

(561) 355-2040

FAX: (561) 355-3982

www.pbcgov.com



**Palm Beach County  
Board of County  
Commissioners**

Maria Sachs, Mayor

Maria G. Marino, Vice Mayor

Gregg K. Weiss

Michael A. Barnett

Marci Woodward

Sara Baxter

Mack Bernard

**County Administrator**

Verdenia C. Baker

*"An Equal Opportunity  
Affirmative Action Employer"*

Official Electronic Letterhead

**MEMORANDUM**

DATE: March 5, 2024

TO: Mayor Sachs, County Commissioners, County Administrator Verdenia Baker, and County Attorney Denise Coffman

FROM: Vice Mayor Maria G. Marino

RE: Board Direction at the January 23, 2024 BCC Regular Meeting regarding a review of the organizational structure of Palm Beach County

---

At the January 23, 2024 BCC Regular Meeting, the Board of County Commissioners (BCC) discussed and gave direction regarding the hiring of an outside consultant to perform a review of the organizational structure of Palm Beach County including County Administration, the County Attorney, the Internal Auditor, and all other departments to optimize the use of resources and address the needs of residents. Additionally, the BCC determined to include in this review clarification whether the BCC should have authority to approve the hiring of Deputy County Administrators, Assistant County Administrators, Deputy County Attorneys, and the Internal Audit Manager. Furthermore, the BCC determined to explore the possibility of having the Budget Director and Office of Financial Management and Budget (OFMB) report directly to the BCC instead of the County Administrator, and examine the feasibility of creating a position for a Financial Integrity Officer. A thorough legal examination is necessary to determine if any of the above-referenced changes would require a change to Palm Beach County's Charter and thus would require voter approval.

It was agreed, I would act as the BCC's liaison regarding the process of hiring and retaining a consultant and would provide an update to the BCC at the March 5, 2024, BCC Regular Meeting.

After multiple meetings with the County Administrator, the County Attorney, and the Internal Auditor, I offer the following for your review and consideration. To each of you, a binder is being provided that is a compilation of our statutory duties and responsibilities, annual reports, audits, studies, and a sample Request for Proposals (RFP), should we determine it is in the best interest of the County to proceed with an RFP. I have requested that this information be easily accessible online for all residents and interested parties to review at their convenience. This information can be accessed on the County's website homepage under the tab "PBC at a Glance".

Considerations:

- Palm Beach County is a Charter County (effective in 1985) and operates as a County Manager Form of Government (per Article II, Sec. 2.1 Palm Beach County Charter).
  - An extensive review of the charters of the twenty (20) charter counties indicates an overwhelming preference for County Manager Form of Government (17 out of the 20 charters).
- There are a number of independent private businesses that conduct organizational assessments for public entities.
  - Additionally, professional organizations such as the Florida Association of Counties, International City/County Management Association, and National Academy of Public Administrators offer guidance on the process and/or organizational structural assessments.
- This is a serious undertaking that commands a fair, transparent, methodical, professional, fiscally responsible, and holistic review.
  - The discussed objectives of the BCC are to:
    - Optimize the use of resources, which could include:
      - Organizational structure;
      - Employees / roles and responsibilities of positions, along with the number of employees;
      - Programs / true cost of providing a service and its return on taxpayer investments;
      - Budget – current and future needs (General, Capital Improvement, contracts, investment policy, and/or any use of taxpayer funds);
    - Ensure the needs of residents are met (current and future needs);
    - Increase transparency;
    - Enhance public access, interaction, and ease of doing business with government;
    - Clarify and/or examine adjustments in regards to who reports directly to the County Administrator and/or BCC;
      - Feasibility of creating a position of a financial integrity officer and if created, what branch of government this position would report to (Executive or Legislative);
  - Additional enhanced objectives the BCC may want to consider:
    - Identify current and future risks and opportunities.
    - Evaluate and determine the viability and sustainability of the County's financials and economic indicators.
      - Possibly include an examination of any agency that utilizes taxpayer funds to ensure the public is achieving the greatest return on their investment;
      - Review and forecast any changes in state or federal legislation that may impact budget and/or operations;

- It would be prudent of the BCC prior to issuing an RFP to establish specific objectives, priorities, areas of concern, anticipated time frames / urgency, and the funding source for the assessment.
  - A fragmentary approach (cherry-picking) may provide an incomplete picture of the overall health and functionality of the County, hindering long-term effectiveness; along with missing opportunities for improvement in other areas which may not be assessed.
- The BCC should consider that even a slight adjustment in powers and/or organizational structure could have a ripple effect on another branch and/or division of government, its budget, and how it provides services to residents.
  - An example would be, if there are adjustments in powers from between the Executive branch and the Legislative branch of PBC government, consideration should be given to the additional operational needs of the Legislative branch and its staff.
- Areas of concentration the BCC may want to examine for consideration when developing the scope of the RFP for the Organizational Structure Assessment:
  - Operations & Organization
  - Financial & Economic
  - Technology & Security

The next step in this process is for us as a Board to determine if the County should issue an RFP, and if so, the timeframe.

Thank you.