



# Agenda Report

2725 Judge Fran Jamieson  
Way  
Viera, FL 32940

## Consent

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F.17

11/12/2019

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### **Subject:**

Confirmation of Steven A. Darling as Central Services Director

### **Fiscal Impact:**

None

### **Dept/Office:**

County Managers Office

### **Requested Action:**

It is requested that the Board of County Commissioners confirm the appointment of Steven A. Darling as Central Services Director.

### **Summary Explanation and Background:**

Pursuant to the Brevard County Charter and Code of Ordinances, the Board of County Commissioners is asked to confirm the appointment of Steven A. Darling as Central Services Director effective upon approval by the Board of County Commissioners. Mr. Darling has served as the Purchasing Services and Contracts Manager under the direction of the Leslie Rothering, Central Services Director, since June 2018. Mrs. Rothering retired effective September 1, 2019 and Mr. Darling has been serving as the Interim Director since that time. Mr. Darling's 22+ years of experience combines work in project and construction management, procurement, contracting, construction and facilities resource analysis in the private sector, as well as public sector duties with the US Air Force and Kennedy Space Center.

During his time with Brevard County Mr. Darling has implemented several operational adjustments and reorganizations in the Purchasing and Asset Management groups addressing both increased operational demands and staffing challenges faced by those groups. He has also completed the County's Employee Development Program and Executive Leadership Institute curriculums during his tenure with the County. His commitment to the continued development of his staff and his demonstrated leadership will continue to further enhance Central Services ability to support the needs of County Staff and our organization's efforts to serve the public.

### **Clerk to the Board Instructions:**

Forward Board direction to the County Manager's Office



November 13, 2019

MEMORANDUM

TO: Frank Abbate, County Manager

RE: Item F.17., Confirmation of Steven A. Darling as Central Services Director

The Board of County Commissioners, in regular session on November 12, 2019, confirmed the appointment of Steven A. Darling as the Central Services Director.

Your continued cooperation is always appreciated.

Sincerely,

BOARD OF COUNTY COMMISSIONERS  
SCOTT ELLIS, CLERK

*Tammy Rowe*

Tammy Rowe, Deputy Clerk

/kp

STEVEN A. DARLING, JR.  
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## **EXPERIENCE**

### **06/2018 – Present Brevard County Board of County Commissioners; Viera, FL Purchasing Services and Contracts Manager**

- Acts as Central Services Director in the absence of the Director
- Performs skilled administrative work managing the central procurement staff in the preparation, issuance, and award of quotes, bids and proposals for the purchase of equipment, materials, supplies, services, and all construction projects for the County contractual obligations. Supervise staff of 7 technical and clerical staff. In direct coordination with County Legal Department, responsible for preparing both revenue producing contracts and standard cost type contracts.
- Oversee all business service contracts, from facility maintenance to grounds maintenance, medical supplies as well as warranty contracts.
- Directly manage all procurement requisitions, status of contracts and prepare all reports for County Manager and elected County Commissioners. Maintain county contracting database as well as all vendor specific databases.
- Work with facilities department to inspect facilities both owned/leased by the county in preparation of contract documents.
- Prepare and submit annual department budget for approval. Maintain internal records and ensure compliance within budget restraints. Forecast staffing and operational needs in preparation of budget and presentation of budget needs.
- Acts as Central Services Director, in the absence of the director. Coordinates training for all newly hired purchasing staff. Provide procurement training for all county staff as required.
- Plans, organizes, directs, manages, and controls the purchasing policies, methods, best practices, and procedures for the procurement of a wide variety and large volume of materials, supplies, equipment, services, and construction projects.
- Liaison between the County Manager and purchasing staff in various geographically separated units and departments throughout the County.
- Position is designated as Emergency Essential, being assigned as Procurement Liaison in Brevard County Emergency Operations Center, during any natural or man-made disaster.
- Coordinates with other county agencies to ensure the effective delivery of purchasing services, both in normal and unusual commodity needs, and that quality, quantity and schedule requirements are met. Surveys data and compiles statistical reports on various Division programs and activities as part of management control.
- Process the procurement of construction/repair/maintenance of facility projects utilizing specifications, technical drawings, bid process, contract preparation and contract administration. Manages the monitoring of county contractual obligations.
- Monitors and ensures compliance with current procurement related legislation, compliance with the Florida Sunshine Laws. Participates in the review, evaluation and revision of procurement policies and procedures. Keeps abreast of changes in state statutes and laws regarding purchasing procedures and ensures changes are incorporated into department procedures.
- Recommends policies and programs to County officials. Ensure purchasing activities comply with applicable Florida statutes and Brevard County policies. Develops and coordinates minority business enterprise programs and activities as directed.
- Responsible for delegating and assigning work to assigned staff and contracted companies.

**02/2016 – 06/2018 Siler Excavating, LLC; Merritt Island, FL  
Project Executive & Contracts Manager, Florida Office**

- Responsible for setting, leading and executing the Florida office's operational and strategic objectives by maintaining exceptional leadership and management qualities to drive results across the Florida region.
- Submitted and negotiated all contracts with Federal Government customers, including NASA and Department of Defense agencies. Continually produced revenue generating contracts; business opportunities, thus ensuring the continued success of the business.
- Prior to bidding, performed physical inspection of any facility/structure/site included in project documents.
- Oversaw all projects within the State of Florida, including Federal Government Agencies, local government agencies, and commercial clients ensuring each project is completed on time and within budget.
- Developed relationships to expand Siler's business throughout the state of Florida. Responsibilities included administering the day to day business operations of the Florida Office, as well as providing insight into the day to day business operations of the other satellite offices as needed.
- Created and maintained partnerships with various government acquisition offices and actively continue business development to ensure organizational goals are achieved.
- Extracted peak performance from field teams and drove consistency across the Florida region by being an effective leader and manager of people and processes.
- Reviewed all weekly, monthly, quarterly and annual construction reporting metrics (both on individual contracts and overall office performance on all contracts combined);
- Implemented corrective actions to address negative trends and ensure the strategic direction of the organization is met.
- Negotiated prime and subcontractor contracts designed to meet the contractual requirements, maximizing profits and exceeding expectations.
- Managed performance and work performed by all subcontractors during performance of contracts.
- Ensure all bids were submitted within time frames, all site visits are conducted, and all proposals include all required information to ensure organizations competitive advantage within the industry.
- Foster relationships with owners and subcontractors to ensure organization remains a go to contractor within the government contracting industry.

**11/2012 – 02/2016 U.S. Air Force; Cape Canaveral Air Force Station, FL  
Warranted Contracting Officer, Team Lead (Construction and Services Flight); GS-12**

- Procure and plan federal acquisitions for complex construction contracts from inception to completion on Cape Canaveral Air Force Station, Patrick Air Force Base, Kennedy Space Center as well as federally owned satellite locations.
- Worked as owners representative along with Civil Engineering, as required to inspect all structures and grounds in development of project specifications and contract documents.
- Managed all contracts/contractors working on Cape Canaveral Air Force Station on facility renovation/maintenance contracts.
- Developed solicitations and evaluated contractor proposals, ensuring clear and complete specifications and contract stipulations.
- Prepared effective contract awards that met customer schedules and quality requirements at a price that was fair and reasonable to both the Government and the contractor.
- Performed cost and price analysis preparing accurate and complete negotiation positions.
- Performed contract negotiations from award through closeout for all contract modifications.

- Executed all post-award contract performance management actions, meeting all program objectives for complex requirements.
- Prepared all contract modification packages in accordance with all regulations, policies and procedures in a timely manner.
- Designated Mission Essential (essential employee) for all natural disasters, participated as key member in the Emergency Operations Center and acted as lead on Disaster Response and Recovery Team.
- Familiar with a variety of federal contracting laws, regulations, policies, procedures, methods, techniques, and contract types applicable government acquisitions.
- Performed market research and cost/pricing analysis prior to award of contract and modifications.
- Worked with technical program managers on independent government estimates for complex construction projects ensuring continuity throughout contract.
- Performed risk assessments and mitigate contract changes minimizing impact to contract schedules and cost by communicating with contractors and calling on past experiences.

**02/2012 – 11/2012 Rede/Deltha-Critique; Kennedy Space Center, FL  
Resource Analyst (Construction and Facilities) – KISS Contract, NASA Kennedy Space Center**

- Analyzed and interpreted financial data for management and technical users.
- Gathered financial data in support of financial audits and other requests.
- Maintained data for internal metrics and updated metrics quarterly.
- Filed contract data deliverables and contract modifications.
- Prepared cost reporting, funding status, variance and trend analysis.
- Prepared cost analysis for the contract project elements.
- Provided monthly tracking and aging reports on open contract changes.

**11/2010 – 02/2012 S.A. Casey Construction, Inc.; Orlando, FL  
Preconstruction/Estimating Manager**

- Performed detailed quality takeoffs for budgeting and scheduling.
- Estimated equipment, manpower, cost of project and materials required to accomplish each project.
- Prepared cost forecasts for projects while analyzing progress trends and cost impacts.
- Negotiated all subcontracts with various trade subcontractors.
- Inspected all project sites prior to bidding or commencing construction to determine correctness of scope.
- Worked with government agencies through the entire permitting process.
- Maintained all bidding spreadsheets for historical data analysis.
- Coordinated and performed all preconstruction meetings.

**07/2010 – 11/2010 URS Technical Federal Services; Kennedy Space Center, FL  
Cost Analyst Engineer III (Construction and Facilities) – ISC Contract, NASA Kennedy Space Center**

- Responsible for all phases of the procurement review process, including contract and subcontract administration, and the preparation of cost proposal evaluations.
- Responsible for all facilities inspections prior to completing bid documents.
- Analyzed and used financial data to identify key project issues.
- Reviewed all contracts, schedules, and invoices.
- Evaluated manpower, labor hour, and labor cost requirements versus budget limitations, including preparation of variance analysis.

- Used RS Means Costworks software for budgetary purposes in evaluating subcontract proposals and invoices.
- Reviewed subcontract commitments and expenditures.
- Created and assisted with cost and schedule baseline budget reviews.
- Reviewed all schedules confirming cost and schedule integration is accurate as well as defining and tracking critical path.
- Reviewed and evaluated all cost proposals for accuracy and contract compliance.
- Prepared all government estimates for new projects within Kennedy Space Center and Cape Canaveral Air Force Station.
- Identified trends within the project schedules that reflect if a project is on or off schedule and identify ways to maintain the contract schedule timeline.

**06/2005 – 07/2010 Lake Nona Development Company (Tavistock); Orlando, FL**

**Assistant Project and Construction Manager**

- Assistant project manager for SR 15 Widening from 2 lane rural highway to 6 lane median divided highway (\$16M dollar public/private funded project).
- Assistant project manager during construction of the Sanford – Burnham Institute for Medical Research at Lake Nona (\$65M public/private funded project).
- Owners representative for multiple projects within the Lake Nona Development Company and Tavistock.
- Oversaw installation of all medical and laboratory equipment installed in the facility.
- Tracked and reviewed all project related invoices, RFIs, and all other contract documentation, ensuring timely payments and responses.
- Performed conceptual project estimating for future projects within the Lake Nona Development.
- Coordinated all monthly pay applications.
- Performed all site inspections with project architects, engineers, and subcontractors.
- Prepared all project related correspondence, including contracts, invoices, schedules, and memorandums.

**02/2002 – 05/2005 Glatting Jackson Kercher Anglin, Inc., Orlando, FL Executive Administrative Assistant to President and Chairman of the Board**

**07/1997 – 12/2005 United States Air Force/Air Force Reserve Personnelist – Honorable discharge from active duty (2001) and reserves (2005)**

## **EDUCATION**

03/2019 – 07/2020 Brevard County Executive Leadership Institute

02/2019 – 02/2019 Seven Habits of Highly Effective People, Brevard County

12/2012 – 11/2014 Defense Acquisition University  
DAWIA Federal Contracting Level I and Level II Certification

- DAWIA Level II Certification Awarded November 2014
- DAWIA Level I Certification Awarded November 2013

08/2008 – 07/2010 Everglades University, Boca Raton, FL  
Bachelor of Science – Construction Management

01/2003 – 07/2008 Valencia Community College, Orlando, FL

- Building Construction Technology Certificate
- Building Construction Specialist Certificate
- Business Administration Specialist
- Florida Real Estate Principles and Practices Technical

## **Certificates of Training**

- Brevard County Employee Development Program (2018)
- 4CLICKS Project Estimator (2016)
- RS Means Construction Facility Estimating (RS Means) (2010)
- RS Means Costworks Software (RS Means) (2010)
- OSHA 10 Hour Class (ABC)(2008 & 2010)
- Construction Estimating with MC Squared (MC2)(2007)
- Oncenter Takeoff Training and Estimating (OnCenter)(2007)
- Primavera P3E, P6, SureTrak Scheduling (Evans Technology)(2006)
- Microsoft Office Suite (Word, Excel, PowerPoint, Outlook, Access)
- US Air Force Honor Guard Training (Air Force)(2000)
- Records Management Training (Air Force)

## **PROJECT LIST**

- Sanford Burnham Biomedical Sciences Research Facility, Lake Nona, FL
  - Completed in 2008 - \$65M Project Budget, LEED Certified
- SR 15 Widening Project, Southeast Orlando, FL
  - Completed in 2010 - \$16M Project Budget
- Road Construction/Paving IDIQ Contract, Cape Canaveral Air Force Station, FL
  - 5 Year Term Contract - \$9M Project Budget
- Explosive Ordinance Disposal Squadron Facility, Cape Canaveral Air Force Station, FL
  - Completed in 2014 - \$3M Project Budget
- Morrell Operations Center Renovation/Addition, Cape Canaveral Air Force Station, FL
  - Completed 2016 - \$6M Project Budget
- Sensitive Compartmented Information Facility, Cape Canaveral Air Force Station, FL
  - Completed in 2017 - \$1M Project Budget
- Repair/Construction of Lift Stations, Cape Canaveral Air Force Station, FL
  - Under Construction - \$1M Project Budget