

DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

ROID

<input type="checkbox"/> <u>New contract</u>	<input type="checkbox"/> <u>OTR</u>	<input type="checkbox"/> <u>CO</u>	<input type="checkbox"/> <u>SS</u>	<input checked="" type="checkbox"/> <u>BW</u>	<input type="checkbox"/> <u>Emergency</u>	<input style="background-color: #cccccc;" type="text"/>
<input type="checkbox"/> <u>Re-Bid</u>	<input checked="" type="checkbox"/> <u>Other</u>	LIVING WAGE APPLIES: ___ YES <input checked="" type="checkbox"/> NO				

Requisition/Project No: BW-10004

TERM OF CONTRACT: 6 MONTHS

Requisition/Project Title: TRAINING FOR EXECUTIVES AND MANAGERS

Description: Provision of training by Florida International University (FIU) for the County's executives and managers. A Bid Waiver is being requested for continuation of training with Miami-Dade County. The training program commenced under RFI25b which expired December 17, 2017.

User Department: HR

Issuing Department: ISD/SPD

Contact Person: Sophia Cunningham, 305-375-2179; Sophia.Cunningham@miamidade.gov

Estimated Cost: \$250,000

Funding Source: General Funds

Revenue Generating: N/A

ANALYSIS

Commodity/Service No: 952-90; SIC:			
Trade/Commodity/Service Opportunities			
<div style="border: 1px solid black; padding: 5px;"> Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here <input checked="" type="checkbox"/> if this is a New Contract/Purchase with no Previous History A Bid Waiver is being requested for continuation of training with FIU; training program commenced under RFI25b which expired on December 17, 2017. </div>			
<u>EXISTING</u>		<u>2ND YEAR</u>	
<u>3RD YEAR</u>			
Contractor:	N/A		
Small Business Enterprise:			
Contract Value:			
Comments:			
Continued on another page (s): ___ Yes <input checked="" type="checkbox"/> No			

RECOMMENDATIONS

SBE	Set-Aside	Sub-Contractor Goal	Bid Preference	Selection Factor
		%		
		%		
		%		
		%		

Basis of Recommendation:

Signed: Sophia Cunningham

Date to DBD: 02/11/2019

Date Returned to DPM: _____

APPENDIX A – SCOPE OF SERVICES

1. INTRODUCTION

Miami-Dade County, hereinafter referred to as the County, as represented by the Miami-Dade County Human Resources Department, is seeking to establish a contract for a Comprehensive Leadership Program (the Program) for the County's executives and mid-managers. The purpose of the Program is to enhance the public administration skills of County leaders in accordance with the County's Results-Oriented Government philosophy. The projected term of this contract is six (6) months.

The executives and mid-managers of the County provide leadership within a large, diverse public agency that delivers services to millions of residents. Accordingly, it is imperative that the program is premier, and of the highest quality to meet the County's needs.

The Vendor must be an accredited institution of higher learning in order to provide the services, and must maintain its status throughout the term of the contract and any extension periods.

A. Overview of Miami-Dade County

Miami-Dade County government provides countywide services to its residents, and city services to the 1.2 million people who reside in the unincorporated areas, for a combined total of approximately 2.7 million residents. The County employs approximately 28,000 employees of diverse backgrounds and cultures. The County owns and operates airports, the seaport, water and sewer systems, correctional facilities and transit systems. The County's responsibilities span a large number of "business" lines whose combined operating budgets exceed \$5 billion. Additional information regarding County government, including its organization and budget, is available online through Miami-Dade County's internet portal at <http://www.miamidade.gov>.

B. County Table of Organization

The County Mayor is the administrative head of the County's employees and has senior staff members reporting to him that include Deputy Mayors and senior advisors. This senior staff is responsible for the oversight of 25 County departments and offices headed respectively by a department director and which have a combined total of approximately 151 executives and 1,213 mid-managers.

C. County's Strategic Management Model and Leadership Development Framework

The County's strategic management framework focuses on planning, measuring results and progress, and developing monitoring and accountability tools. This framework, incorporated into the County's Code of Ordinances through the July 2005 *Governing for Results* Ordinance, has required an unprecedented level of cooperation among Miami-Dade County departments. The model incorporates the following elements:

1. Planning, including the Countywide Strategic Plan, departmental business plans, and the annual resource allocation process;
2. Measuring results, through tools such as the County's performance management system, surveys and other customer feedback methods; and

3. Monitoring progress, through departmental performance reporting, regular community scorecards, and a management performance appraisal process.

The form utilized for the County's senior management appraisals is comprised of two main assessment areas: Performance Objectives and Management/Executive Performance Dimensions. These areas each have a weight of 50% towards the total rating. While Performance Objectives, which links to departmental business plans and the Countywide Strategic Plan, are customized for individual employees, the Management/Executive Performance Dimensions reflect expected behaviors for all Miami-Dade County employees occupying executive level positions. The Performance Dimensions encompass five broad areas:

1. Leadership;
2. Innovation, Creativity, Strategic Vision;
3. Customer Service Focus;
4. Management Skills; and
5. Employee Development/Recognition.

It is expected that these desired behaviors will enable the achievement of specific performance objectives.

The County has elected to use these Management/Executive Performance Dimensions as the framework for its leadership development Program. It is expected that the Vendor will provide a Program to develop these competencies in the County's executives and mid-managers, filling the gap that exists today in developing its current and future leaders.

D. Overview of Current Training Services

1. Centralized training
 - a. In-house - The County's Human Resources Department provides training to first-line supervisors, new hires, and to non-supervisory personnel. The development courses include Supervisory Leadership Development Program, Frontline Leadership Development Program, and New Employee Orientation also facilitated by in-house staff.
 - b. External providers – The County's Human Resources Department manages three training contracts consisting of Microsoft Desktop Applications, Technical Applications and Professional Training. Each of these contracts has a pool of pre-qualified vendors available to provide training services.

2. Departmental training initiatives

County departments have contracted with other educational institutions to conduct specialized, customized training on an ad-hoc basis. However, county-wide training initiatives typically are managed by the Human Resources Department, Recruitment, Testing and Career Development Division.

2. PREFERRED QUALIFICATIONS

A. The Vendor’s proposed facilitators should:

1. Be nationally recognized as being among the best in their field for the services requested,
2. Have extensive experience in education and/or training and an excellent educational background, and
3. Have relevant experience facilitating education and/or training focused on leadership, performance, management and/or a results-oriented philosophy, on public sector management issues, in the last two years.

3. REQUIREMENTS AND SERVICES TO BE PROVIDED

A. Objectives

The Program shall:

1. Instill a culture of risk-taking, collaboration and innovation.
2. Provide practical tools for self-management, teamwork, and communication.
3. Enhance dynamics among departments, commissioners and constituents.
4. Promote physically and mentally beneficial habits to encourage sustained effectiveness and maximize performance.
5. Strengthen an organizational vision.
6. Identify improvements to the County’s initial Leadership Program

The courses shall be dynamic, interactive, relevant, motivational, and impart strategies to address public sector challenges, delivered utilizing current advanced educational methodologies.

B. Course Subjects

The County anticipates that the Program will, at a minimum, address the following general subjects. The final subjects and curriculum will be determined by the Vendor and the County, and must be approved by the County.

1. Leadership
 - a. Driving Government Performance
 - b. Public Speaking/Presentation Skills
 - c. Executive Coaching: A Strategic Tool for Effective Leadership
2. Innovation, Creativity, Strategic Vision
 - a. Managing Change
 - b. Critical Thinking
3. Customer Service Focus
 - a. Customer Relations
 - b. Foreign Languages
 - c. Team Development

4. Management Skills
 - a. Strategic Planning and Business Plan Development
 - b. Project Management
 - c. Performance Measurement
 - d. Financial Analysis

5. Employee Development/Recognition
 - a. Succession Planning
 - b. Human Resources Management
 - c. Executive Writing & Communications
 - d. Employee Recognition

6. Fair Employment Practices
 - a. Diversity management
 - b. Employment discrimination prevention
 - c. Fair employment techniques and strategies

C. Program Schedule

The Program schedule should conform to the following suggested guidelines:

1. The maximum class size is designed for 50 participants.
2. Classes will consist of five consecutive days of training.

D. Tasks and Deliverables

The County anticipates that work will be performed as follows:

1. Vendor shall design and develop, or may customize its existing, leadership education to meet the County’s needs. The development/customization shall include working with the County on proposed course scheduling and modules. The course content development requires working closely with County subject matter experts, as appropriate, and may include incorporating County content. The curriculum shall provide the participants with the skills required to enhance the performance of their respective programs.

2. The Vendor shall provide to the County a Work Plan that includes:
 - a. Identification of the participants;
 - b. Confirmation of program dates;
 - c. Consultation with at least six top leadership institutions in person or by phone to further refine the Program;
 - d. Interview of five new participants, identification of existing challenges and analysis of interview outcomes;
 - e. Identification of improvements to the initial program;
 - f. Hiring faculty;
 - g. Completion of program curriculum;

- h. Preparation of program materials, including presentations and handouts;
- i. Arrangement of logistics, including food and drinks for the participants;
- j. Delivery of program to 50 participants;

Note: The County must approve, and may retain rights to all developed and customized course content content and County materials.

3. Course delivery

- a. The Vendor shall provide the courses to the County’s executives and mid-managers.
- b. The Vendor shall provide to the participants all materials and instruction. (Note: All facilitators must be approved by the County, prior to instructing.)
- c. The Vendor shall provide excellent customer service to participants and quality control, to include a mechanism for immediate resolution of participant complaints.
- d. The Vendor shall provide all other related services required for a comprehensive Program.
- e. The County will perform all registration and scheduling of participants.
- f. The Vendor will provide a Certificate of Completion to all participants.

E. Reporting Requirements

The Vendor will be required to provide a feedback tool in the form of a Participant’s Evaluation Sheet for all participants regarding their opinions of this Program and whether all needs were addressed to determine the effectiveness of the Program. The Vendor may be required to provide the Human Resources Department with a summary of the feedback and a copy of all the raw data from the participants’ evaluation, including comment sheets. The feedback tool must be approved by the County prior to use.

The Vendor may be required to update the courses if the evaluations show that the Program is not effective and/or is not meeting the County’s needs, objectives, etc. as defined herein, at no additional cost.

4. OPTIONAL SERVICES

The County may require the Vendor to provide the following optional services, at its sole discretion.

A. Facilities

The Vendor may be required to provide the facilities for instruction. The following guidelines would apply:

- 1. For executives and managers, a centrally located facility is preferred, as most executives work in the downtown Miami area.
- 2. There shall be adequate parking at the facility.
- 3. Food or access to food (if class length warrants) shall be provided.
- 4. The County may identify the desired facility for a specific course and the Vendor shall make the arrangements with that facility.
- 5. The Vendor shall provide the County a copy of the bill from the facility to validate the actual payment amount. Any facility utilized requires the County’s prior approval.

B. Curriculum Modifications/Updates

The Vendor may be required to provide modifications/updates to the approved curriculum and course content, at the County's request.

5. PAYMENT SCHEDULE

Payments are contingent upon the completion of the tasks/deliverables outlined in the Scope of Services and the Vendor's Work Plan. Completion of the tasks/deliverables shall be measured as fulfillment of all services required, including submission to, and final acceptance by the Human Resources Department. Invoices shall comport to the compensation terms of the Contract and will provide a description of the services performed. Services performed shall be described on the invoice, including a short statement of who the deliverable was provided to and the date it was provided.

