

ISSUING DEPARTMENT INPUT DOCUMENT

CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

New
 OTR
 Sole Source
 Bid Waiver
 Emergency
 Previous Contract/Project No. New Project

Re-Bid
 Other – Access of Other Entity Contract
 LIVING WAGE APPLIES: YES NO

Requisition No./Project No.: BW-10255
 TERM OF CONTRACT 1 YEAR(S) WITH 0 YEAR(S) OTR

Requisition /Project Title: Executive Search and Recruitment Services

Description: DTPW is seeking Executive Search and Recruitment Services for the Department's Chief Strategy Officer and Chief, Human Resources Division.

Issuing Department: ISD-SPD for DTPW
 Contact Person: Prisca Tomasi
 Phone: (305) 375-1075

Estimate Cost: \$150,000

Funding Source:
 GENERAL X
 FEDERAL
 OTHER

ANALYSIS

Commodity Codes:	961-30			
Contract/Project History of previous purchases three (3) years Check here <input checked="" type="checkbox"/> if this is a new contract/purchase with no previous history.				
	<u>EXISTING</u>	<u>2ND YEAR</u>	<u>3RD YEAR</u>	
Contractor:				
Small Business Enterprise:				
Contract Value:				
Comments:				
Continued on another page (s): <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO				

RECOMMENDATIONS

	Set-Aside	Subcontractor Goal	Bid Preference	Selection Factor
SBE				
Basis of Recommendation: 				
Signed: Prisca Tomasi		Date sent to SBD: 07/11/2022		
		Date returned to SPD: 		

APPENDIX A – SCOPE OF SERVICES**A. Introduction**

Miami-Dade County (the “County”) is seeking a firm to prepare a search and recruitment plan to identify viable candidates for the positions of Chief of the Department of Transportation and Public’s (DTPW) Human Resources Division and Chief Strategy Officer.

B. Background

DTPW provides a high-quality, safe, reliable, clean, and efficient mass transit system that meets the travel needs of the County’s growing population and provides vital transportation infrastructure systems and services. The mass transit system includes the Metrobus, Metrorail, Metromover, and Special Transportation Service. DTPW provides all traffic signals countywide, along with all traffic control signs, street signage and pavement markings and all County and State-owned streetlights. DTPW builds, operates and maintains movable and fixed bridges, swales, roadway surface repairs, guardrails, along County road rights-of-way. DTPW also operates and maintains the Rickenbacker and Venetian Causeways.

Additionally, DTPW manages the County Stormwater Utility for flood and water quality protection and maintains the secondary canal system.

Permits for all work within rights-of-way and code enforcement of unpermitted work is also handled by this department’s Public Works division.

C. The Positions

The Chief of DTPW’s Human Resources Division is a highly responsible senior management position which plans and directs broad-based and high-volume activities. Twenty-nine (29) employee report to this position, which is responsible for recruiting, hiring, records management, and coordinating training of employees to fulfill DTPW’s critical personnel needs as well as payroll and benefits administration. Additionally, this position functions as the Department Personnel Officer of one of the largest County departments (4,344 budgeted and part-time positions) and administers progressive Human Resources programs and activities in a strongly influenced Union environment. This position administers programs and activities that are compatible with the needs of DTPW and meets the requirements of County policies and procedures and any applicable local, state, or federal ordinances, statues, or laws which impact the position related responsibilities listed under Exhibit A – Job Descriptions.

The Chief of DTPW’s Human Resources Division is compensated with a minimum salary of \$94,414.32 and a maximum salary of \$155,855.70 per year.

The Chief Strategy Officer is responsible for the overall DTPW process improvement efforts and program management support, engineering design support, project management support, quality control support, and construction services support for all infrastructure and transit programs and projects. Additionally, the Chief Strategy Officer has primary responsibility for strategy formulation and management, including developing the corporate vision and strategy, overseeing strategic planning, and leading strategic initiatives. This position is a key leadership role supporting the Director/CEO, the Chief Administrative Officer, the Chief Planning Officer, the Chief Project Delivery Officer, the Chief Maintenance and Operations Officer, the Chief Transit Operating Officer, and the Chief Financial Officer in achieving greater organizational and operational strength in accordance with DTPW’s strategic focus areas and strategic plan.

The Chief Strategy Officer is compensated with a minimum salary of \$126,718.28 and a maximum salary of \$215,213.18 per year.

D. Required Services

Preparation

Contractor shall:

1. Schedule and conduct a detailed on-site community and practice profile and consultation.
2. Recommend strategies to maximize recruitment effectiveness and success.
3. Design, build, implement, and manage dedicated individual website for County's search in accordance with the Functionality Standards stipulated in Appendix C.
4. Conduct a national search to identify qualified candidates for the executive level positions of Chief of DTPW's Human Resources Division and Chief Strategy Officer. Contractor shall, in consultation with the County, prepare a recruitment profile that includes information about the County.
5. Review the employment agreement for Chief of DTPW's Human Resources Division and Chief Strategy Officer.

Short-List

Contractor shall:

1. Screen and determine the level of interest and compatibility of potential candidates with the County's opportunity.
2. Submit a list of at least ten (10) qualified individuals for each position to the County along with their credentials and shall also include a recommended short-list of the five (5) most qualified candidates for each of the two (2) positions.
3. Request and provide candidate's initial references and background information prior to the on-site interviews.

County Interviews

Contractor shall:

1. Assist in the preparation, scheduling, and development of the interview of candidates with the County.
2. Prepare travel and lodging accommodation itinerary for the candidate for County interview. Travel arrangements for candidates shall be in accordance with Florida Statute 112.061, Per Diem, and Travel Expenses of Public Officers, Employees, and authorized persons, and require the County's prior approval.
3. Provide the County with a comprehensive candidate profile for each interviewed candidate.

Selection

Contractor shall:

1. Perform as established credible third party on behalf of the County in negotiation of mutual work agreements.

2. Notify candidates of their selection or rejection and may be required to participate in the salary and employment negotiations.

E. Other Required Services

Additionally, the Contractor shall provide organizational and leadership consulting services as directed by the Director of DTPW.

APPENDIX B – PRICE SCHEDULE

The prices for providing the services stated in Appendix A – Scope of Services, are stipulated below, for the term of the Agreement. The fees stipulated below shall include all costs necessary to provide the services as described in Appendix A – Scope of Services:

Cost of Executive Search and Recruitment Services		
Installment No. 1	Preparation	\$25,000
Installment No. 2	Short-List and County Interviews	\$25,000
Final Installment	Selection	\$100,000
Total:		\$150,000

Notes:

1. The overall spending under this contract shall not exceed \$150,000.
2. All travel arrangements for candidates shall be in accordance with Florida Statute 112.061, Per Diem, and Travel Expenses of Public Officers, Employees, and authorized persons, and require the County’s prior approval.
3. All travel expenses incurred shall be included in the Final Installment bill and shall not exceed, in combination with Installment No. 1 and Installment No. 2, the total contract value of \$150,000.

APPENDIX C – FUNCTIONALITY/STANDARDS

The software or service offered to the County shall meet or exceed the following functionality/standards established by the County Information Technology Department listed below.

Functionality/Standards	
1	Solution uniquely identifies each user.
2	Solution provides integration with Microsoft Active Directory or Azure Active Directory for user authentication of Internal users/administrators. (ADFS, FIM, MIM)
3	Solution can be installed and maintained in accordance with the principle of least privilege for Database systems.
4	Solution supports scheduled password rotation of accounts.
5	Solution requires account passwords for authentication.
6	Account Password complexity is configurable to allow for a minimum of 14 characters comprised of upper and lower alpha, numeric and special characters (e.g. !, @, #, \$, %, &, *).
7	Passwords are suppressed (not echoed back) when entered by users.
8	Solution supports Multi-Factor Authentication (MFA).
9	User login credentials (user account/password) are encrypted in transmission with a minimum of AES 256-bit encryption.
10	Solution supports password history functionality whereby password re-use is prohibited for a configurable number of prior passwords. Indicate maximum password history capability.
11	Solution supports administrative passwords aging of 30 days.
12	Administrative accounts have the capability of resetting passwords.
13	Solution provides user self-service password reset functionality utilizing a challenge and response authentication.
14	Solution includes self-service challenge and response that are comprised of 8 challenge questions and stores user's responses during registration. Responses must be stored with a minimum of AES 256-bit encryption.
15	Solution includes self-service password reset that presents user with a configurable number of random challenge questions which when answered correctly will enable the password to be reset.
16	Solution supports the ability to limit unsuccessful login attempts to 5. If the number of unsuccessful login attempts is exceeded, system locks out or disables user account.
17	Solution supports limiting concurrent user sessions to 1 by default, and the number of concurrent user sessions is configurable by administrators.
18	Solution provides administrative capability to lock or disable accounts whenever necessary.
19	Solution supports the display of a configurable warning, pre-login banner during solution login indicating that unauthorized access is prohibited.
20	Solution supports the ability to manage users based on group membership. (Role based privileges) in addition to assigning/revoking specific user-based privileges.
21	Solution provides tools and reporting to enumerate user rights/privileges, group membership, access to locations/functions or user profiles.
22	Solution provides audit logging capability which captures successful logins, unsuccessful logins, records viewed, printed, added, deleted, or modified and has the capability to retain logs for a period of 5 years plus current.
23	Solution audit logs captures date and time, user account, source IP address, audit event and success or failure of event.
24	Solution prohibits administrators from disabling the audit mechanism.
25	Solution ensures the audit log is protected from unauthorized access. (i.e., logs are capable of simultaneously being sent to a logging server or SIEM in addition to being maintained locally).
26	Solution prevents users or administrators from editing the audit log. (Modifying, deleting, or adding log entries)
27	Solution is configured for high availability with a guaranteed minimum up time of 99.99% annually.
28	Solution generates outbound alerts and notifications. Explain what data is contained in said messages (e.g., email alerts, automated reports, SNMP traps).

29	Solution ensures that sensitive data (data that falls under the scope of CJIS, PII, SOX, HIPAA, and PCI requirements) is encrypted during transmission over the client's network (minimum AES 256-bit encryption).
30	Solution ensures that sensitive information (data that falls under the scope of CJIS, PII, SOX, HIPAA, and PCI) which is vulnerable to unauthorized access, encrypted while in storage (minimum AES 256-bit encryption).
31	Solution ensures that sensitive information (data that falls under the scope of CJIS, PII, SOX, HIPAA, and PCI) encrypted for transmission over external networks or connections. (minimum AES 256-bit encryption)
32	If Cloud Hosted, Solution is hosted in an audited data center complying with ISO 27001, SAS 70, SSAE 16 or SOC2 or3 audit standards. (please provide copy of most recent audit)
33	If Cloud Hosted, Solutions has controls in place which prohibit Hosting or Solution's employees or 3 rd party vendor technical support personnel access to or the ability to access, view or modify customer confidential data in compliance with. Please describe controls used to ensure data confidentiality, including encryption and key storage mechanisms.
34	If Cloud Hosted, Solution is a high availability solution with either active-active or active-passive failover between geographically diverse data centers.
35	If Cloud Hosted, System and data is physically located within the Continental United States.
36	If Cloud Hosted, System is accessible from the County network and Proxy infrastructure.
37	If Cloud Hosted, System encrypts all sessions from initiation to termination using validated encryption ciphers (TLS 1.2 or higher).
38	If Cloud Hosted, Solution is scanned for vulnerabilities on a regular basis (monthly) using commercially available vulnerability scanners such as Nessus, Qualys etc. Monthly vulnerability reports must be shared with the County.
39	Solution must be regularly patched with appropriate OS/database/application security patches within 30 days of vendor release.
40	Solution must have "Critical" security patches applied within 7 (seven) calendar days of release from vendor.
41	Solution must be maintained on current supported release of OS/database/applications. End of Life (EOL) versions will be upgraded prior to end of vendor support date.
42	Solution must be scanned for Application vulnerabilities on a regular basis (monthly) using commercially available vulnerability scanners such as HP WebInspect, Veracode, or IBM AppScan, or comparable.
43	If Cloud Hosted, Solution or solution will have change control processes implemented to provide application vulnerability scanning (PCI, OWASP top 20) prior to production migration of any changes. All "Medium, Critical, and Severe" vulnerabilities will be remediated prior to migration. Application vulnerability reports will be shared with the County.
44	Any API must use API key security (X-API-Key) or demonstrate alternate security controls.
45	If Cloud Hosted, Solution is protected using Intrusion Detection and Prevention technology (IDS/IPS).
46	If Cloud Hosted, Solution is protected against Distributed Denial of Service (DDOS) Attack.

EXHIBIT A – JOB DESCRIPTIONS**CHIEF, HUMAN RESOURCES DIVISION**

MIAMI-DADE COUNTY DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS (DTPW)

ESSENTIAL WORK FUNCTIONSIllustrative Tasks:

The Chief of DTPW's Human Resources Division is a highly responsible senior management position which plans and directs broad-based and high-volume activities. Responsibilities will include:

- a. Assessment of staffing needs and development of strategies to meet the staffing and objectives through coordination with DTPW management in Metrobus, Metrorail and other DTPW support areas; identification and resolution of related recruitment issues and problems; coordination of DTPW placement of participants in special hiring or training programs (Summer Youth, Big Brothers, Big Sisters, and County internship programs, etc.). Review and approval of DTPW training programs provided by outside vendors.
- b. Administration and assessment of department-wide internal and external training programs and activities to DTPW management and supervisory staff to assure effective cultural change, process consistency and overall continuity of management.
- c. Administration of both the mandated Federal Transit Administration's (FTA) and the Miami-Dade County drug/alcohol testing programs; the FTA alcohol/drug testing programs includes yearly random testing of MOT's 3100 safety sensitive employees and the safety sensitive employees of MOT's subcontractors.
- d. Management of medical information and programs including Bus Operators' bi-annual physical exams, fitness for duty exams, Risk Management liaison, and aggressive programs dealing with long-term absentees.
- e. Administration of a large and diverse payroll process including a viable auditing function to assure integrity and consistency.
- f. Administration of all County employee benefits programs to a large, multi-location department.
- g. Develop, implement, and oversee a department-wide records management program to that ensures compliance with federal and state laws, county administrative orders, and departmental policies and procedure ensuring regulatory accountabilities.
- h. Development, implementation, administration and maintenance of all responsibilities and programs that fall under the staff areas of recruitment, medical records, payroll and employee benefits, records management, employee recognition, and training.
- i. Initiation and maintenance of effective DTPW Human Resources programs and activities which will promote high organizational productivity and morale.
- j. Tracking of all critical processes administered by the division as related to goals and objectives established with management.

CHIEF STRATEGY OFFICER
MIAMI-DADE COUNTY DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS (DTPW)

ESSENTIAL WORK FUNCTIONS

Illustrative Tasks:

The Chief Strategy Officer is an Assistant Director-level position within the Department, reporting directly to the mayoral appointed Director/ CEO. Responsibilities will include:

- a. Develop a comprehensive, inclusive strategic plan and growth strategy by collaborating with the Director and senior leadership which supports DTPW's overall vision, evaluates the overall business portfolio and programs.
- b. Implement strategic plan with input and support from key internal stakeholders.
- c. Analyze business and system processes, competitive dynamics, market share changes, organization capabilities and strategic risks.
- d. Identify and often execute important capital projects and other strategic partnership opportunities.
- e. Driving decision-making that creates medium- and long-term improvement.
- f. Establish and review key strategic priorities, translate them into a comprehensive strategic plan, and monitor the execution of the strategic plan.
- g. Develop and establish key performance indicators for the strategic plan.
- h. Facilitate and drive key strategic initiatives through inception phases.
- i. Actively support the Director CEO on strategic initiatives and related activities.
- j. Develops and negotiates strategic partnerships.
- k. Ensure departmental/unit strategic planning projects reflect organizational strategic priorities.
- l. Partner with institutional leadership, special committees, and consultants to support execution of key initiatives.
- m. Helps transition key capital projects from finish to operational mode.

Note:

- The above listed Essential Work Functions for each position may be subject to change based on the Contractor's recommendations.