




April 23, 2018

To: Members of the Board of Directors

From: Darrell E. Johnson, Chief Executive Officer 

Subject: Approval to Release Request for Proposals for Temporary Staffing Services

Overview

Staff is requesting Board of Directors' approval to release a request for proposals for temporary staffing services. These services are used to cover unforeseen vacancies of regular staff due to various leaves of absence, which, if left unsupported, would have a negative effect on a department's workload, or a temporary or unplanned increase of workload due to special or non-recurring projects. A draft request for proposal has been developed to initiate the competitive procurement process to select a firm(s) to provide temporary staffing services.

Recommendations

- A. Approve the proposed evaluation criteria and weightings for Request for Proposals 8-1593 to provide temporary staffing services.
- B. Approve the release of Request for Proposals 8-1593 to select a firm or firms to provide temporary staffing services for a three-year initial term with two, two-year option terms.

Discussion

Since consolidation in 1991, the Orange County Transportation Authority (OCTA) has focused on being a highly efficient and productive organization. By allowing for the use of temporary staff, OCTA is able to maintain its efficiency and productivity during times of regular staff shortages and/or special projects that require additional staff. Temporary staff are only utilized during these special times to ensure deadlines are met and goals are achieved. The use of temporary staff does not add to the number of approved budgeted positions.

Historically, the majority of the OCTA temporary personnel requirements have been in the clerical or administrative support staff categories. However, temporary staffing needs may arise in other job categories, including entry-level marketing support, accounts payable, and other professional categories. The length of a temporary staffing assignment is dependent upon the reason for the shortfall in manpower, such as a medical leave, short-term or long-term disability, or other types of leaves of absence. There is seldom a means to plan for leaves of absence. When employees are on leave, OCTA does not have the extra staff to backfill the positions to ensure the work is completed.

In addition, temporary staff have been used for special and/or non-recurring projects that have a specific end date. For example, temporary staff are currently being used to support OCTA's Enterprise Content Management (ECM) Program. The ECM Program is under the direction of the Information Systems Department. The goal of the ECM Program is to eliminate paper records by scanning the documents and files, and then organizing and storing the records electronically on a Sharepoint site, resulting in improved efficiency and accessibility. For example, the Information Services Division has budgeted \$180,000 for fiscal year (FY) 2018-19 to cover the anticipated temporary help costs for this project.

There are a number of other factors that have changed that will potentially increase the utilization of temporary help. These other factors include a tightening and changing labor market that will impact OCTA's ability to hire. OCTA needs to plan for the impact this will have on our ability to hire the high quality employees we are seeking. Utilizing temporary help is a cost effective way to quickly get human capital resources on a short term basis.

Another issue impacting the utilization of temporary help is the fact that OCTA has eliminated all but a few extra-help employees. Extra-help employees were historically hired to serve as part-time augmentation of staff and were limited to 1,000 work hours within a 12-month period. Extra-help employees are not eligible for benefits. OCTA recognized the potential liability of having extra-help employees on a long-term basis and has eliminated all extra-help positions except those positions that require specialized transit knowledge. Currently, OCTA employs only eight extra-help employees who all work in the Transit Division. The elimination of extra-help employees has resulted in an increase in the utilization of temporary help employees.

Although every effort is made to plan for retirements and succession planning efforts are underway, at times, positions cannot be filled as quickly as necessary and there may be a need for temporary staff to fill a vacancy. There are currently 156 Administrative employees who are eligible to retire. Having the ability to hire

temporary staff to fill the gap between an employees retirement and hiring a new highly qualified employee is crucial.

Procurement Approach

OCTA's Board of Directors (Board)-approved procurement policies and procedures require that the Board approve all requests for proposals (RFP) over \$1,000,000, as well as approve the evaluation criteria and weightings. Staff is submitting for Board approval the draft RFP and evaluation criteria and weightings, which will be used to evaluate proposals received in response to the RFP.

The proposed evaluation criteria and weightings are as follows:

- Qualifications of the Firm 25 percent
- Staffing and Project Organization 20 percent
- Work Plan 30 percent
- Cost and Price 25 percent

Several factors were considered in developing the evaluation criteria weightings. Work plan is weighted highest at 30 percent as the firm must describe in the work plan its procedures for providing temporary staff, such as screening and background check, job skills testing, and processing temporary service order requests. Qualifications of the firm is weighted at 25 percent as the firm must have the resources and capabilities to provide temporary personnel. Cost is also weighted at 25 percent to ensure a fair comparison of the proposed rates, as well as ensure that OCTA receives value for the services provided. Staffing and project organization is weighted at 20 percent to ensure an experienced project team is proposed.

The requested term for this procurement is a three-year initial term with two, two-year option terms. The total anticipated budget for the three-year initial term is \$1,950,000.

This RFP will be released upon Board approval of these recommendations.

Fiscal Impact

The final, approved temporary services contract allows for contract authority only and does not directly impact the budget. All temporary staffing services are utilized on an as-needed basis dependent on the individual needs of each department. As such, anticipated expenditures for these services are budgeted as part of each department's budget, or the expenditures are covered by budget underruns in the salaries line item within the department budget. The expenditures for these services will be part of OCTA's Proposed FY 2018-19 Budget and will be funded with local funds.

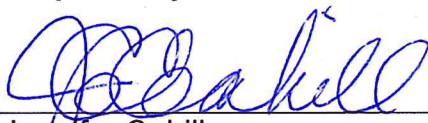
Summary

Board approval is requested to release RFP 8-1593 to provide temporary staffing services and approval of the proposed evaluation criteria and weights.

Attachment

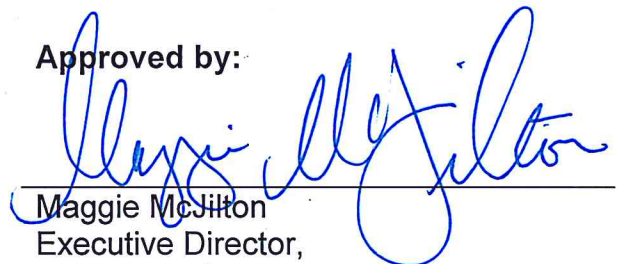
- A. Draft Request for Proposals (RFP) 8-1593, Temporary Staffing Services

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