



October 8, 2018

To: Members of the Board of Directors
From: Darrell E. Johnson, Chief Executive Officer
Subject: Agreement for Temporary Staffing Services

Overview

On April 23, 2018, the Board of Directors authorized the release of a request for proposals for a firm or firms to provide temporary staffing services. Proposals were received and evaluated in accordance with the Orange County Transportation Authority's procurement procedures for professional and technical services. Board of Directors' approval is requested to select firms to provide temporary staffing services.

Recommendations

- A. Approve the selection of APR Consulting, Inc., and Manpower as the firms to provide temporary staffing services, in the aggregate amount of \$1,950,000, to be shared by both staffing firms.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C-8-1593 between the Orange County Transportation Authority and APR Consulting, Inc., to provide temporary staffing services for a three-year initial term through October 31, 2021, with two, two-year option terms.
- C. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C-8-1842 between the Orange County Transportation Authority and Manpower, to provide temporary staffing services for a three-year initial term through October 31, 2021, 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.

The Human Resources Department relies on temporary staffing services for assistance throughout the organization 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.

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. When employees are on leave, in most instances, 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 (IS) 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.

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. Utilizing temporary help is a cost-effective way to quickly get human capital resources on a short-term basis.

Procurement Approach

This procurement was handled in accordance with OCTA's Board of Directors (Board)-approved procedures for professional and technical services.

Various factors are considered in the award for professional and technical services. Award is recommended to the firm or firms offering the most comprehensive overall proposal considering such factors as prior experience with similar projects, staffing and project organization, work plan, as well as cost and price.

On April 23, 2018, the Board authorized the release of a request for proposals (RFP) 8-1593, which was issued electronically on CAMM NET. The project was advertised in a newspaper of general circulation on April 23, 2018 and April 30, 2018. A pre-proposal conference was held on May 2, 2018, with ten attendees representing eight firms. Three addenda were issued to make available the pre-proposal conference registration sheet and presentation, as well as to respond to written questions related to the RFP, and handle administrative issues related to the RFP.

On May 23, 2018, 28 proposals were received. An evaluation committee consisting of OCTA staff from Contracts Administration and Materials Management, Human Resources, Contracted Services, IS, and General Services departments met to review the 28 proposals. The proposals were evaluated based on the following Board-approved evaluation criteria and weights:

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|-------------------------------------|------------|
| • 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 weights. Work plan was weighted highest at 30 percent, as the firm had to describe its procedures for recruiting and providing temporary staff, such as screening and background checks, job skills testing, and processing temporary service order requests. Qualifications of the firm was weighted at 25 percent as the firm should have the resources and capabilities to provide temporary personnel. Cost was also weighted at 25 percent to ensure a fair comparison of the proposed rates, as well as ensure that OCTA received value for the services provided. Staffing and project organization was weighted at 20 percent to make sure an experienced project team was proposed.

On June 13 and 14, 2018, the evaluation committee reviewed the proposals based on the evaluation criteria and short-listed the four most qualified firms listed below in alphabetical order:

APR Consulting, Inc. (APR)
Diamond Bar, California

Lloyd Staffing (Lloyd)
Cerritos, California

Manpower
Anaheim, California

Premier Staffing Source, Inc. (Premier)
Lanham, Maryland

On June 27, 2018, the evaluation committee conducted interviews with the four short-listed firms. The interview consisted of a presentation to demonstrate the firm's understanding of OCTA's requirements. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. Questions were asked relative to the firm's response time and time-to-fill process, candidate database, recruitment methods, and screening process. In addition, each team was asked specific clarification questions related to their proposal.

At the conclusion of the interviews, a request for clarification was sent to the short-listed firms, asking each firm to conduct a search in its database to show how many candidates appeared based on specific criteria in order to assess each firm's candidate pool.

After considering the responses to the questions asked during the interviews and the information provided in the request for clarification, the evaluation committee reviewed the preliminary ranking and made adjustments to individual scores. As a result of the in person interviews and the data provided, the ranking of the firms changed and Manpower ended up with the highest score and APR Consulting had the second highest score.

Based on the evaluation of the written proposals and information obtained from the interviews and request for clarification, the evaluation committee is recommending APR and Manpower for consideration of the award. The following is a brief summary of the proposal evaluation results.

Qualifications of the Firm

The four short-listed firms demonstrated experience providing temporary staffing services.

APR has been in business since 1980 and has four locations, including offices in the cities of Diamond Bar and Irvine. The firm has 30 employees and has an average of 500 temporary staff on assignment. APR has provided temporary staffing services for administrative and clerical positions to various clients.

Manpower is a well-established staffing firm founded in 1948 with 3,000 offices worldwide, including an office in the City of Anaheim. The firm has over 400,000 clients worldwide with approximately 500,000 associates on assignment daily, and places more than 150,000 administrative professionals each week in North America.

Lloyd was established in 1971 and has an office in the City of Cerritos. The firm has filled administrative and clerical positions for its clients. Premier is headquartered in Lanham, Maryland, with 12 offices nationwide. The firm has placed candidates for positions similar to OCTA's requirements.

Staffing and Project Organization

The four firms proposed experienced project teams with excellent availability.

APR and Manpower proposed knowledgeable, well-rounded project teams with ample support to ensure that OCTA's staffing needs are met in a timely manner. APR's proposed account manager and backup account manager have 17 and 13 years of experience, respectively. The proposed account manager for Manpower has ten years of experience, while the backup account manager has 23 years of experience. During the interview, both firms presented well and provided thorough responses to the evaluation committee's questions.

Lloyd's proposed project team included members with over 25 years of experience; however, the team is small and is currently supporting a high volume of clients. Premier proposed a project team with relevant experience located in the State of Maryland and in the City of Oakland. The firm stated that its project team utilizes a virtual staffing approach, such as online systems and tools, to recruit and screen candidates. Premier has local representatives for additional support, as well as access to temporary local office spaces to meet urgent requests.

Work Plan

APR and Manpower presented comprehensive work plans that addressed all elements of the scope of work. The firms demonstrated a clear understanding of the project requirements and detailed their approaches. Both firms discussed their recruiting methods and strategies, screening process, and testing tools. Both firms

demonstrated how they would provide relatively quick response to requests and a streamlined time-to-fill process to staff positions with qualified candidates quickly. APR and Manpower also demonstrated that they stay up-to-date on current employment laws to be more efficient and effective in their recruitment and placement processes. Based on the request for clarification, the firms' search results showed a large pool of potential candidates that could meet OCTA's staffing needs.

Lloyd and Premier discussed their approach to recruiting, screening, and placing candidates. Lloyd has a very quick turnaround time in responding to requests and placing candidates. Based on its proposal and response to an interview question asked related to verifying a candidate's salary history, Lloyd did not demonstrate that it is fully aware of all current California employment laws including the California Fair Pay Act. Premier's search result of local candidates produced a low number of candidates compared to the other firms, which may indicate difficulty filling positions in a timely manner to meet OCTA's requests.

Cost and Price

Pricing scores were based on a formula which assigned the highest score to the firm with the lowest average fully-burdened hourly billable rate for the most used grade levels and scored the other proposals' average hourly billable rates based on their relation to the lowest average hourly billable rate. Although APR and Manpower did not propose the lowest average hourly rates, pricing was competitive with the other proposing firms.

Procurement Summary

Based on the evaluation of the written proposals, the firms' qualifications, as well as the information obtained from the interviews and request for clarification, the evaluation committee recommends the selection of APR and Manpower as the top-ranked firms to provide temporary staffing services.

Fiscal Impact

The expenditures for these services are part of OCTA's Fiscal Year 2018-19 Budget and will be funded with local funds. The final, approved temporary staffing services contracts allow for contract authority only in the aggregate to be shared by both staffing firms. The contracts do 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 requesting department's budget, or the

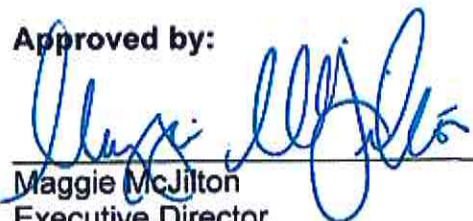
expenditures are covered by budget underruns in the salaries line item within the requesting department's budget.

Summary

Based on the information provided, staff recommends the Board authorize the Chief Executive Officer to negotiate and execute Agreement No. C-8-1593 with APR Consulting, Inc., and Agreement No. C-8-1842 with Manpower to provide temporary staffing services, in an aggregate amount of \$1,950,000, for a three-year initial term, with two, two-year option terms.

Attachments

- A. Review of Proposals – RFP 8-1593 Temporary Staffing Services
- B. Proposal Evaluation Criteria Matrix (Short-Listed Firms) – RFP 8-1593 Temporary Staffing Services
- C. Contract History for the Past Two Years – RFP 8-1593 Temporary Staffing Services

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