



TRANSBAY JOINT POWERS AUTHORITY

REQUEST FOR PROPOSALS No. 18-03 ORGANIZATIONAL ASSESSMENT & RECRUITMENT SERVICES

The Transbay Joint Powers Authority (TJPA) is seeking both an organizational assessment/strategic planning consultant with public entity experience to guide staff and the TJPA Board through an assessment of the organization and planning for the organizational structure best suited for Operations and the Transbay Program's Phase 2 work, and a professional consultant to provide recruitment services. Respondents may propose on both scopes of work, or just one.

TJPA currently has an 8-person Board of Directors and 13 staff members; an organizational chart is attached. Information regarding the current Board, staff, mission and vision is available on our website (www.tjpa.org > About the TJPA). The Transbay Program consists of replacing the former Transbay Terminal at First and Mission Streets in San Francisco with a modern regional transit station connecting multiple Bay Area transit and transportation systems (Phase 1), and the Downtown Rail Extension (DTX), which will extend the Caltrain rail tracks from Fourth & King Streets underground through downtown San Francisco into the below-grade levels of the new transit center (Phase 2). More information regarding the Program can be found on our website (www.tjpa.org > The Project). Phase 1 will be completed and the transit center will open for operations in summer 2018, and TJPA has contracted with an asset manager company to manage operations. Continuation and construction commencement of Phase 2 is funding-dependent. The organizational assessment will provide insight as to the most efficient and effective staffing structure and make-up for operations and successful implementation of Phase 2. The objectives of the organizational assessment are to examine the following:

- Mission/Vision/Goals and organizational priorities
- Existing organizational status, structure and functions
- Resource management and management practices
- Organizational strengths and weaknesses
- External environment

TJPA is seeking recommendations in the following areas:

- Adequacy of current organization, and optimal organizational model, for Phase 1 operations and Phase 2 delivery
- Current and future staffing requirements, including work that can be performed via consultant versus staff, and vice versa
- Best practices and performance measures
- Cost saving technologies or other measures to support current and future operations
- Training requirements to improve operations and support succession planning

It is anticipated that the selected consultant will work closely with the TJPA Executive Director and other TJPA staff. A draft report with an executive summary shall be issued to the TJPA Executive Director for review within 60-90 days of contract execution; the report should include a summary of findings, identification of key issues and opportunities, and conclusions with recommendations in prioritized order. Following TJPA comments, a final report shall be issued. A presentation to the TJPA Board may also be requested.

Recruitment services for mid- to senior-level position(s) is also sought, on an as-needed basis. The selected consultant will provide the following services:

- Meet with key decision makers to develop ideal candidate profile
- Write or adapt job description and determine or confirm salary range
- Develop and implement recruitment and advertisement strategy
- Develop promotional material; advertise in appropriate locations
- Conduct initial screening, ranking of candidates
- Manage interview process; if necessary, conduct skills testing
- Check references
- Other recruitment tasks as necessary

To respond to this RFP, please indicate whether including the organizational assessment, recruitment services, or both in the proposal. In any case, provide a proposed scope of work, including approach, proposed team members and experience, plus proposed price, by **3:00 p.m. Pacific Time on Friday, July 6, 2018, to:**

RFP@tjpa.org

or hard copy to:
Transbay Joint Powers Authority
201 Mission Street, Suite 2100
San Francisco, CA 94105

If proposing for both scopes of work, please separate the price proposal into distinct tasks. Also include a description of information and resources that TJPA will be expected to provide. Elaborate proposals are not necessary or required. Proposals will be evaluated on the basis of demonstrated professional expertise and price.

Any questions regarding this RFP should be addressed to RFP@tjpa.org no less than ten days before the proposal due date. The TJPA encourages responses from Small and Disadvantaged Business Enterprises (SBE/DBEs). Information about the TJPA DBE and SBE Programs, including the SBE certifications accepted by TJPA, is on the TJPA website at www.tjpa.org > TJPA > Doing Business with the TJPA.