



BAY AREA  
AIR QUALITY  
MANAGEMENT  
DISTRICT

August 29, 2019

Request for Proposals# 2019-010

**Organizational Development and Employee  
Engagement Strategy**

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**SECTION I – SUMMARY**

The Bay Area Air Quality Management District (Air District) seeks proposals from qualified consultants and firms to support the development of strategic initiatives surrounding the Air District’s organizational development and employee engagement. The Air District’s intention is to create an in-depth understanding of the existing culture (strengths and opportunities for improvement) and to provide assistance to the Air District’s management team in creating action plans that will strengthen the culture, improve organizational performance and implement accountability strategies in all policies, procedures and practices.

The tentative timeline of this project is from October 1, 2019 through December 31, 2024.

To respond to this Request for Proposals (RFP), an interested company should submit its proposal electronically (in Adobe Acrobat PDF file format) to the Air District’s Procurement Portal (Portal):

Cynthia Zhang, Staff Specialist  
Bay Area Air Quality Management District  
375 Beale Street, Suite 600; San Francisco, CA 94105  
Portal link: <https://baaqmd.bonfirehub.com>

**Proposals must be submitted and received by 4:00 p.m. on  
Friday, September 20, 2019.  
Late proposals will not be considered.**

Proposals must address all information requested in this RFP. A proposal may add information not requested in this RFP, but the information should be in addition to, not instead of, the requested information and format. Minority business enterprises, women's business enterprises, veteran's business enterprises, and Certified Green Businesses are encouraged to submit proposals. **Any questions regarding this RFP should be submitted through the Portal.**

## **SECTION II – BACKGROUND**

### **A. Air District Overview**

The Air District was created by the California Legislature in 1955 as the first regional agency to deal with air pollution in California. The Air District jurisdiction includes Alameda, Contra Costa, Marin, Napa, Santa Clara, San Francisco, San Mateo, southwestern Solano, and southern Sonoma counties.

The State Legislature originally gave the Air District the authority to regulate stationary sources of air pollution, such as factories, oil refineries, chemical plants, gasoline stations, and agricultural burning. With more recent legislation, the Air District was granted authority to enact certain transportation and mobile source measures.

The Air District is governed by a twenty-four member Board of Directors, consisting of elected officials, including county supervisors, mayors, and city council members. The Executive Officer / Air Pollution Control Officer for the Air District is Jack P. Broadbent.

### **B. Organizational Development and Employee Engagement Strategy**

The Air District requires skilled resources to proactively address how to maintain and improve employee engagement in the delivery of its vision, business strategy and operational plans. The organizational development and employee engagement strategy should identify the issues, evidence and strategies in order for the Air District to maintain and enhance employee engagement at the strategic levels.

The selected consultant or firm will work with the Air District's Human Resources Office, management team and agency staff to achieve the following goals:

- Gather, analyze and synthesize current employee engagement;
- Understand the new strategy, objectives and desired outcomes;
- Ensure buy in from all key leadership roles in designing the framework;
- Determine and prioritize key touch points for the framework;
- Create a communication and change management plan for the project; and
- Provide detailed steps and a support plan on the implementation of the project.

## **SECTION III – SCOPE OF WORK**

The Air District seeks a consultant or firm to help the Air District continue to build a culture of accountability and to achieve the goal of becoming a preferred employer as evidenced

by excellent employee recruitment and retention, performance, staff development and positive employee relations. The selected firm will help the Air District to identify the roles that are at the greatest risk due to retirement and attrition, and to develop a structured, sustainable and effective organizational development program that meets the identified needs of the Air District to improve recruitment, retention, succession planning, knowledge transfer, employee engagement and job satisfaction.

These services shall include:

1. Conduct a “kick-off” meeting with the Executive Officer, Chief Administrative Officer, Human Resources Manager, and executive team regarding the process, timeline and expectations.
2. Conduct “kick-off” meetings with each impacted group prior to initiating assessment work.
3. Conduct an effective employee engagement voice survey with the goal of achieving a high employee participation rate. The Air District’s intent is to deliver annual employee engagement surveys over the next five (5) years. The employee engagement survey results will provide a new baseline for future comparisons to measure and drive improvements and changes in employee engagement and corporate culture, and to inform and further develop a roadmap and action plan for success. Data from the survey should enable the Air District to achieve the following objectives:
  - a. Measure the level of employee engagement based on identified factors and drivers.
  - b. Enable employees to provide input and feedback, establishing two-way communication.
  - c. Provide tools and support in the creation of shared actions plans that focus on sustainment of current strength and support areas for development.
4. Provide a comprehensive, but concise, executive summary report that details the results of the survey, as well as all response data (scrubbed of employee identity).
5. Conduct a “de-brief” session with the Executive Officer, Chief Administrative Officer, Human Resources Manager and applicable executive team regarding the findings and recommendations.
6. Engage in planning sessions with the Human Resources Office to develop a strategic action plan that supports the Air District’s commitment to organizational development and employee engagement. Assess the strengths and needs of the current agency staff to determine an appropriate training plan.
7. Utilize the results-based accountability framework to identify and create performance measures that assess progress on the adoption and impact of these practices.
8. Assist Air District management in seeking additional information and feedback for potential improvement actions through post-survey employee focus groups.
9. Provide group coaching and technical assistance with individual program areas to develop an engagement action plan for implementation as agreed upon.

### **Minimum Qualifications**

1. Relevant experience providing employee engagement survey services to organizations of similar size and scope (400 employees), particularly in the public sector.

2. Demonstrated current and past experience with respect to conducting employee engagement surveys in both a non-unionized and unionized public sector environment, and specific examples of partnering with organizations to achieve a high survey participation rate.

## **SECTION IV – INSTRUCTIONS TO BIDDERS**

### **A. General**

1. Interested firms must create an account through the Portal described on p. 1 of this RFP to view RFP documents and addenda, and to submit questions and bid documents.
2. All proposals must be made in accordance with the conditions of this RFP. Failure to address any of the requirements is grounds for rejection of this proposal.
3. All information should be complete, specific, and as concise as possible.
4. Proposals should include any additional information that the respondent deems pertinent to the understanding and evaluation of the bid.
5. The Air District may modify the RFP or issue supplementary information or guidelines during the proposal preparation period prior to the due date. Please check our [Portal](#) for updates prior to the due date.
6. Proposals shall constitute firm offers. Once submitted, proposals may be withdrawn, modified and resubmitted through the Portal up until the September 20, 2019, due date.
7. The District reserves the right to reject any and all proposals.
8. All questions must be in written form and submitted through the Portal no later than **4:00 p.m. on Friday, September 6, 2019**. Firms will not be able to submit questions after this time. All questions will be answered in writing and posted on the [Portal](#) by **6:00 p.m. on Thursday, September 12, 2019**.
9. The cost for developing the proposal is the responsibility of the bidder, and shall not be chargeable to the Air District.

### **B. Submittal of Proposals**

All proposals must be submitted according to the specifications set forth in Section V (A) – Contents of Proposal, and this section. Failure to adhere to these specifications may be cause for the rejection of the proposal.

1. Due Date – All proposals are due no later than 4:00 p.m. on Friday, September 20, 2019, and should be submitted via the Portal:

Cynthia Zhang, Staff Specialist

Bay Area Air Quality Management District  
375 Beale Street, Suite 600; San Francisco, CA 94105  
Portal link: <https://baaqmd.bonfirehub.com>

2. Uploading large documents may take significant time, depending on the size of the file(s) and Internet connection speed. Bidders should plan sufficient time before the due date to begin the uploading process and to finalize their submissions. Bidders will not be able to submit documents after the due date. Proposals received after the date and time previously specified will not be considered.
3. Signature – All proposals should be signed by an authorized representative of the bidder.
4. Submittal – Submit one (1) electronic copy (in Adobe Acrobat PDF file format). Electronic submissions submitted via the Portal will be acknowledged with a confirmation email receipt. Late proposals will not be accepted. Any correction or re-submission of proposals will not extend the submittal due date.
5. Grounds for Rejection – A proposal may be immediately rejected at any time if it arrives after the deadline, or is not in the prescribed format, or is not signed by an individual authorized to represent the firm.
6. Disposition of the Proposals – All responses to this RFP become property of the Air District and will be kept confidential until a recommendation for award of a contract has been announced. Thereafter, submittals are subject to public inspection and disclosure under the California Public Records Act. If a respondent believes that any portion of its submittal is exempt from public disclosure, it may mark that portion “confidential.” The District will use reasonable means to ensure that such confidential information is safeguarded, but will not be held liable for inadvertent disclosure of the information. Proposals marked “confidential” in their entirety will not be honored, and the District will not deny public disclosure of any portion of submittals so marked.  
  
By submitting a proposal with portions marked “confidential,” a respondent represents it has a good faith belief that such portions are exempt from disclosure under the California Public Records Act and agrees to reimburse the District for, and to indemnify, defend, and hold harmless the District, its officers, employees, and agents, from and against any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs, and expenses, including without limitation, attorneys’ fees, expenses, and court costs of any nature whatsoever, arising from or relating to the District’s non-disclosure of any such designated portions of a proposal.
7. Modification – Once submitted, proposals, including the composition of the contracting team, may be altered up until the due date. Proposals may not be modified after the due date. All proposals shall constitute firm offers valid for ninety (90) days from the September 20, 2019, due date.

**C. Interviews**

1. The Air District, at its option, may interview bidders. The interviews will be for the purpose of clarifying the proposals.
2. Submittal of new proposal material at an interview will not be permitted.
3. Interviews may involve a presentation and/or a question-and-answer session.

**SECTION V – PROPOSAL FORMAT, CONTENT, AND SUBMITTAL**

**A. Contents of Proposal**

Submitted proposals must follow the format outlined below and include all requested information. Failure to submit proposals in the required format can result in the proposal being eliminated from evaluation and consideration.

1. Technical Proposal
  - a. Cover Letter (Section I) – Must include the name, address, and telephone number of the company, and must be signed by the person(s) authorized to represent the firm.
  - b. Firm Contact Information – Provide the following information about the firm:
    - Address and telephone number of office nearest to San Francisco, California and the address and phone number of the office that each of the proposed staff members are based out of if different.
    - Name of firm’s representative designated as the contact and email address
    - Name of project manager, if different from the individual designated as the contact
  - c. Table of Contents – Clearly identify material contained in the proposal by section.
  - d. Summary (Section II) – State overall approach to organizational development and employee engagement strategy, including the objectives and scope of work.
  - e. Program Schedule (Section III) – Provide projected milestones or benchmarks for completing the project within the total time allowed.
  - f. Firm Organization (Section IV) – Provide a statement of your firm’s background and related experience in providing similar services to governmental organizations, if any. Describe the technical capabilities of the firm and, in particular, the firm’s exposure with working with environmental regulations, if any. Provide references of other, similar projects including contact name, title, and telephone number for all references listed.

- g. Project Organization (Section V) – Describe the proposed management structure, program monitoring procedures, and organization of the engagement team. Provide a statement detailing your approach to the project, specifically addressing the firm’s ability and willingness to commit and maintain staffing to successfully conclude the project on the proposed schedule.
- h. Assigned Personnel (Section VI) – Provide the following information about the staff to be assigned to the project:
- List all key personnel assigned to the project by level and name. Provide a description of their background, along with a summary of their experience in providing similar services for governmental agencies, and any specialized expertise they may have. Background descriptions can be a resume, CV, or summary sheet. Substitution of project manager or staff will not be permitted without prior written approval of the Air District’s assigned program manager.
  - Provide a statement of the availability of staff in any local office with requisite qualifications and experience to conduct the requested project.
  - Provide a statement of education and training programs provided to, or required of, the staff identified for participation in the project. Make particular mention of with reference to experience dealing with governmental agencies, procedures, and environmental regulations.
- i. Retention of Working Papers (Section VII) – All working papers are the property of the Air District. Include a statement acknowledging that if your firm is awarded the contract, you will retain project related papers and related reports for a minimum of five (5) years.
- j. Subcontractors (Section VIII) – List any subcontractors that will be used, the work to be performed by them, their related qualifications and experience and the total number of hours or percentage of time they will spend on the contract.
- k. Conflict of Interest (Section IX) – Address possible conflicts of interest with other clients affected by contractors’ actions performed by the firm on behalf of the Air District. The Air District recognizes that prospective bidders may have contracts to perform similar services for other clients. Include a complete list of such clients for the past three (3) years with the type of work performed and the total number of years performing such tasks for each client. The Air District reserves the right to consider the nature and extent of such work in evaluating the proposal.
- l. Additional Data (Section X) – Provide other essential data that may assist in the evaluation of the proposal (e.g. green business certification, etc).

2. Cost Proposal

- a. Name and Address – The Cost Proposal must have the name and complete address of the bidder in the upper, left hand corner.
- b. Cost Proposal – The Cost Proposal must list the fully-burdened hourly rates and the total number of hours estimated for each level of professional and administrative staff to be used to perform the tasks required by this RFP. In addition, costs should be estimated for each of the components of the Scope of Work.
- c. The Cost Proposal does not need to be a separate, sealed document.

**SECTION VI – PROPOSAL EVALUATION**

A panel of Air District staff will evaluate all proposals. The panel will recommend the selection of the contractor to the Executive Officer/Air Pollution Control Officer (APCO), who will, in turn, make a recommendation to the Air District Board of Directors. The Air District Board of Directors may be required to approve the contract to carry out the work described in this RFP. A link to a typical contract for professional services used by the Air District is included in Section VII.

Proposals will be evaluated on the following criteria:

<b>Criteria</b>	<b>Description</b>	<b>Weight</b>
Expertise	Technical expertise, size and structure of the firm and personnel assigned to RFP tasks; firm’s ability to perform and complete the work in a professional and timely manner.*	25%
Skill	Past experience of the firm and, in particular, experience of the team working on projects of similar scope for other governmental agencies.	25%
Approach	Responsiveness of the proposal, based upon a clear understanding of the work to be performed.	25%
Cost	Cost or cost effectiveness and resource allocation strategy	15%
References	References of the firm	5%
Firm’s Specialty Focus Area	Local business/Green Business**	5%
	<b>Total</b>	<b>100%</b>

\* “Size and structure of firm” refers to the ability of a firm’s size to meet the needs

of the District. It does not give absolute preference to larger or smaller firms.

- \*\* The Air District gives preferences to local businesses and those that are certified as green businesses by a government agency or independent private rating organization. "Local business" means that a firm's headquarters is located within the nine counties of the Air District's jurisdiction.

If two or more proposals receive the same number of points, the Air District will accept the lower cost offer.

## **SECTION VII – SAMPLE CONTRACT**

A sample contract to carry out the work described in this RFP is available on the District's website at <http://www.baaqmd.gov/about-the-air-district/request-for-proposals-rfp-rfq/samples-previous>. (Click the + to the left of Sample Contracts, and then click on the Professional Services Contract link)