



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

January 27, 2022

Request for Qualifications# 2022-003

Work Culture & Employee Engagement

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SECTION I – SUMMARY

The Bay Area Air Quality Management District (“Air District”) seeks to improve workplace culture and promote employee engagement and development. The Air District seeks qualified organization(s) to provide the following services:

- Developing and conducting a staff survey on workplace culture;
- Evaluating workplace culture;
- Developing action plans that include actions, policies, and programs to improve workplace culture;
- Identifying timelines for implementation and metrics to measure success;
- Implementing actions, policies, and programs to improve workplace culture; and
- Measuring the success of actions, policies, and programs implemented.

The Air District may select one or more qualified organizations to provide the services sought in this Request for Qualifications (“RFQ”) to support ongoing efforts to improve the Air District’s workplace culture.

To respond to this RFQ, an interested organization should submit one (1) electronic copy (in Adobe Acrobat PDF file format) of its statement of qualifications to the Air District’s Procurement Portal (Portal):

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

**Statements of qualifications must be submitted and received by
4:00 p.m. on Friday, March 4, 2022 (“deadline”).
Late submissions will not be considered.**

Statements of qualifications must address all information requested in this RFQ. A statement may add information not requested in this RFQ, 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 statements of qualifications. **Any questions regarding this RFQ should be submitted through the Portal.**

SECTION II – BACKGROUND

A. Air District Overview

The Bay Area Air Quality Management 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. Work Culture and Employee Engagement

As part of the Air District’s work to promote employee engagement and development, Air District executive management called for the creation of an employee resource group (also known as the “Cultural Advisory Team”) that would help further improve the Air District’s workplace culture. The Cultural Advisory Team is comprised of Air District staff from across all Divisions and Offices of the Air District.

The Cultural Advisory Team aims to cultivate a trusting and inclusive environment that empowers staff to reach their full potential and realize the Air District’s mission through innovating and developing programs and solutions that together build a more positive and inclusive environment.

SECTION III – GENERAL DESCRIPTION OF SERVICES

A. Services Needed

The selected organization(s) will have experience and the capacity and resources to provide the following services to support the Air District's ongoing efforts to improve workplace culture and promote employee engagement and development:

- Developing, conducting, and evaluating results of a staff survey on workplace culture;
- Evaluating workplace culture;
- Developing action plans that include actions, policies, and programs to improve workplace culture;
- Identifying timelines for implementation of action plans and metrics to measure success;
- Implementing actions, policies, and programs to improve workplace culture; and
- Measuring the success of actions, policies, and programs implemented.

The selected organization(s) will also support the Cultural Advisory Team in implementing actions, policies, and programs which includes, but is not limited to, the following:

- Developing a mentorship program.
- Updating the performance evaluation process.
- Creating a management and leadership training program.
- Creating a robust collaborative platform or intranet system for sharing resources and communication.
- Improving staff training and development opportunities.
- Ensuring organizational cohesion in the transition to a hybrid work environment.

Desired Qualifications:

1. At least five (5) years of proven experience providing a wide range of work culture and employee engagement services to organizations of similar size and scope (300-500 employees), particularly in local government or the public sector.
2. Track record of working with organizations that strongly support diversity and equitable practices, policies and procedures.
3. Demonstrated current and past experience working with organizations to implement initiatives intended to improve workplace culture, particularly in the public sector.
4. Work experience in, or extensive knowledge of, the Bay Area and regulatory environmental workplaces.

SECTION IV – SUBMISSION REQUIREMENTS

A. General

1. Interested firms must create an account through the Portal described in this RFQ to view RFQ documents and addenda, and to submit questions and bid documents.
2. All statements of qualifications must be made in accordance with the conditions of this RFQ. Failure to address any of the requirements is grounds for rejection of this

submission.

3. All information should be complete, specific, and as concise as possible.
4. Statements of qualifications 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 RFQ or issue supplementary information or guidelines during the submission preparation period prior to the deadline. Please check our [Portal](#) for updates prior to the deadline.
6. The Air District reserves the right to reject any and all submissions.
7. All questions must be in written form and submitted through the Portal no later than **4:00 p.m. on Thursday, February 17, 2022**. 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, February 24, 2022**.
8. The cost for developing the statement of qualifications is the responsibility of the responding firm, and shall not be chargeable to the Air District.
9. A firm's selection and the execution of a contract with the Air District does not guarantee any particular amount of work.

B. Submittal of Statements of Qualifications

All statements of qualifications must be submitted according to the specifications set forth in Section V (A) – Contents of Statement of Qualifications, and this section. Failure to adhere to these specifications may be cause for the rejection of the submission.

1. **Deadline** – All statements of qualifications are due no later than **4:00 p.m. on Friday, March 4, 2022**, and should be submitted via the Portal to:

Michael Chao, 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 deadline to finalize their submissions and to complete the uploading process. Bidders will not be able to submit documents after the deadline. Statements of qualifications received after the deadline will not be considered.
3. **Signature** – All statements of qualifications should be signed by an authorized representative of the responding firm.
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 deadline.

5. Grounds for Rejection – A statement of qualifications 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 Submissions – All responses to this RFQ 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 Air 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. Statements of Qualifications marked “confidential” in their entirety will not be honored, and the Air District will not deny public disclosure of any portion of submittals so marked.

By submitting a statement of qualifications 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 Air District for, and to indemnify, defend, and hold harmless the Air 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 Air District’s non-disclosure of any such designated portions of a statement of qualifications.

7. Modification – Once submitted, statements of qualifications may be altered up until the deadline. Statements of qualifications may not be modified after the deadline. All proposals shall constitute firm offers valid for ninety (90) days from the deadline.

C. Interviews

1. The Air District, at its option, may interview firms that respond to this RFQ. The interviews will be for the purpose of clarifying the statement of qualifications.
2. Submittal of new materials at an interview will not be permitted.
3. Interviews may involve a presentation and/or a question-and-answer session.
4. Interview teams should be representative of the project team.

SECTION V – SUBMISSION CONTENTS

A. Contents of Statement of Qualifications

Submitted statements of qualifications should follow the format outlined below and include all requested information. Please number your responses exactly as the items are

presented here, except work samples, which should be included in a separate appendix.

1. Experience, Structure, Personnel

- a. 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 organization's representative designated as the contact and email address
 - Name of project manager, if different from the individual designated as the contact
- b. Firm History – Provide a history of your organization's experience in providing work culture and employee engagement related services to public and/or private sector entities, similar to those sought through this RFQ. Include any experience working with organizations that strongly support diversity and equitable practices, policies, and procedures. Provide references for any similar projects listed, including contact name, title, and telephone number. Describe the technical capabilities of the firm in all areas relevant to the services sought through this RFQ.
- c. Assigned Personnel – List all key personnel who would be assigned to Air District projects by name and role. Provide descriptions of education and training, along with a summary of experience in providing services similar to those sought through this RFQ. Background descriptions can be submitted in the form of a resume, CV, or summary sheet. Note that the standard Air District contract will not permit substitution of project manager or staff without prior written approval of the Air District's assigned program manager.
- d. Work Samples – Provide at least two (2), but no more than five (5) samples of projects that the organization has completed in the areas of work culture and employee engagement. Include the client, the name of a contact person who can provide a reference, a description of the nature of the work, and the size and complexity of the project. Please also provide a description of the client organization, including the size of the organization and if the organization is a private or public sector organization. Examples of work experience or knowledge of the Bay Area and regulatory environmental work is preferred.
- e. Subcontractors – List any subcontractors that will be used and the work to be performed by them.
- f. Conflict of Interest – Address possible conflicts of interest or appearance of impropriety regarding other clients of the firm that could be created by providing services to the Air District. Describe procedures to be followed to detect and resolve any conflict of interest or appearance of impropriety. The Air District reserves the right to consider the nature and extent of such work in evaluating the statement of qualifications.

- g. Additional Information – Provide any other information that the firm wishes the Air District to consider in evaluating the submission.

2. Fee Information

- a. The normal hourly rate of each principal and staff member whose resume is provided or whose job category may be required, and the rate that would be charged to the Air District.
- b. A list of anticipated reimbursable expenses, such as expenses for presentation materials, supplies, deliveries, B/W and color printouts and copies, photo scans and travel, copywriting and copyediting services and the rate charged for each. Hard copy of materials should be limited to the extent practicable, to reduce the use of paper.
- c. Any reduced fees offered to other municipalities, governmental entities, economic development or nonprofit organizations, and civic organizations.
- d. Any other fees or charges.

SECTION VI – QUALIFICATIONS EVALUATION

A panel of Air District staff will evaluate all statements of qualifications. The panel will recommend the selection of one or more organizations to the 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(s) to carry out the work described in this RFQ. An example of a typical contract for professional services used by the Air District is included in Section VII.

In evaluating statements of qualifications submitted pursuant to this RFQ, the Air District places high value on the following factors, not necessarily in order of importance:

- Approaches in methodology with respect to the anticipated scope of services that demonstrate maximum comprehension of and ability to provide such services to the Air District.
- Experience of the organization and employees to be assigned to Air District projects in general, and in particular providing work culture and employee engagement services to government agencies.
- Experience of firm working with organizations that strongly support diversity and equitable practices, policies, and procedures.
- Quality and diversity of work product as demonstrated through submitted work samples.
- Demonstrated knowledge and expertise in improving work culture and employee engagement.
- Experience of the organization with comparable organizations and types of services.
- Innovative or outstanding work by the organization that demonstrates the organization's unique, creative qualifications to provide work culture and

- employee engagement services.
- Selected organization's staff ability, availability and facility for working with Air District directors, officers and staff.
 - Conformity with applicable Air District policies as noted in the RFQ.
 - Proposed fee structure relating to services the firm(s) would provide.

The Air District reserves the right to reject any and all statements of qualifications submitted and/or request additional information.

SECTION VII – SAMPLE CONTRACT

A sample contract to carry out the work described in this RFQ is available on the Air District's website, [here](#). (Click the + to the left of Sample Contracts, and then click on the Professional Services Contract link)