



March 4, 2019

Request for Qualifications# 2019-001

BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

Organizational Audit

SECTION I – SUMMARY 1
SECTION II – BACKGROUND..... 2
SECTION III – GENERAL DESCRIPTION OF SERVICES 2
SECTION IV – SUBMISSION REQUIREMENTS 2
SECTION V – SUBMISSION CONTENTS 4
SECTION VI – QUALIFICATIONS EVALUATION 5
SECTION VII – SAMPLE CONTRACT 6

SECTION I – SUMMARY

The Bay Area Air Quality Management District (Air District or District) seeks qualified and experienced firms to provide an organizational audit of the Air District. The organization audit will assess staffing optimization and organizational performance efficiencies at the Air District.

To respond to this Request for Qualifications (RFQ), an interested company 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):

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>

**Statements of qualifications must be submitted and received by 4:00 p.m. on
Wednesday, March 27, 2019.
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 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.

SECTION III – GENERAL DESCRIPTION OF SERVICES

A. Services Needed

The Air District seeks an experienced firm to perform an organizational audit to assess staffing optimization and organizational performance efficiencies. The Air District anticipates work to include the following tasks:

1. Perform interviews, data gathering and analysis to understand the Air District's current organizational structure, reporting relationships, span of control, and staffing levels. Data gathered will include operational requirements, infrastructure, services, and productivity measures, contracting practices per functional area of assignment;
2. Determine and recommend best management practices and standards; and
3. Develop action items and recommendations for the Air District.

SECTION IV – SUBMISSION REQUIREMENTS

A. General

1. Interested firms must create an account through the Portal described on p.1 of 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.
2. All information should be complete, specific, and as concise as possible.

3. Statements of qualifications should include any additional information that the respondent deems pertinent to the understanding and evaluation of the bid.
4. The District may modify the RFQ or issue supplementary information or guidelines during the submission preparation period prior to the due date. Please check our [Portal](#) for updates prior to the due date.
5. The District reserves the right to reject any and all submissions.
6. All questions must be in written form and submitted through the Portal no later than **4:00 p.m. on Monday, March 11, 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 Monday, March 18, 2019**.
7. The cost for developing the statement of qualifications is the responsibility of the responding firm, and shall not be chargeable to the Air District.
8. 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. Due Date – All statements of qualifications are due no later than 4:00 p.m., March 27, 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 and time. Statements of qualifications received after the date and time previously specified 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 due date.
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 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 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 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 statement of qualifications.

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.

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, and limit to 10 one-sided pages.

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 firm'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 firm's experience in providing organizational audits similar to those sought through this RFQ, including any services provided to governmental organizations. 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 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. Subcontractors – List any subcontractors that will be used and the work to be performed by them.
- e. 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.
- f. Additional Information – Provide any other information that the firm wishes the Air District to consider in evaluating the submission.
2. Fee Information (Does not count against 10-page limit)
- 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. Any reduced fees offered to other municipalities, governmental entities, economic development or nonprofit organizations, and civic organizations.
 - c. 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 contractors 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 need to approve the contract 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 request, 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 firm and employees to be assigned to a District project in general, and in particular, providing organizational audits to governmental agencies.
- Demonstrated knowledge of Air District activities.
- Experience of the firm with comparable organizations and types of services.
- Innovative or outstanding work by firm that demonstrates the firm's unique, creative qualifications to provide organizational audits.
- Number, complexity, and nature of organizational audits handled by the firm.
- Selected firm's staff ability, availability and facility for working with Air District directors, officers, staff and consultants.
- Conformity with applicable Air District policies as noted herein.
- 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](#).