



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

August 23, 2023

Request for Proposals# 2023-025

Performance Evaluation Systems

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SECTION I – SUMMARY

The Bay Area Air Quality Management District (“Air District”) seeks proposals from suitably qualified and experienced firms that will assist with the review of the Air District’s current Performance Evaluation/Management methodology, policies, procedures, and system. The selected firm will recommend, design, and implement a suitable performance evaluation/management methodology and, where necessary, revise current Air District policy, procedures, and systems, that support strategic organizational objectives and priorities.

To respond to this Request for Proposals (“RFP”), an interested firm should submit one (1) electronic copy (in Adobe Acrobat PDF file format) of its proposal 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>

Proposals must be received by 4:00 p.m. Pacific Time on Friday, September 22, 2023 (“deadline”).

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, local businesses, 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 is the government agency responsible for protecting air quality in the San Francisco Bay Area. The Air District is tasked with regulating stationary sources of air pollution in the nine counties that surround the San Francisco bay: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, southwestern Solano, and southern Sonoma counties. It is governed by a 24-member Board of Directors composed of locally-elected officials from each of the nine counties. The Air District's mission is to create a healthy breathing environment for every Bay Area resident, while protecting and improving public health, air quality and the global climate.

The Air District aims to achieve its mission through many strategic goals, including reducing and eliminating health problems caused by air pollution, achieving and maintaining air quality standards, leading the Bay Area's efforts to fight global climate change, creating high-quality regulatory programs, and applying environmental best practices in all operations. To do so, the Air District regulates air pollution emissions from stationary emission sources such as factories, refineries, and power plants, and from smaller facilities like gas stations and dry cleaners. The Air District ensures that such facilities comply with air pollution laws and regulations, provides incentives to replace older, higher-emitting vehicles and equipment with cleaner alternatives, and gives grants and provides outreach to encourage healthy clean air choices by businesses and consumers. The Air District implements these efforts with an equity focus, aiming to reduce air quality disparities and promote environmental justice by targeting air pollution in overburdened communities.

B. Performance Evaluation Systems

The Air District is seeking qualified and experienced firms to assist in the review, design, and implementation of a new employee performance evaluation system. The Air District recently conducted a comprehensive review and audit of its Human Resources policies and procedures, identifying the need for improvement in the performance evaluation process. This improvement is necessary to address low participation rates and unsatisfactory adherence to the rules outlined in the Air District's Memorandum of Understanding. Through this RFP, the Air District aims to procure services that will revamp its current Performance Evaluation/Management methodology, policies, procedures, and systems. The selected firm will be responsible for recommending, designing, and implementing a suitable performance evaluation/management methodology, as well as revising existing policies, procedures, and systems to support the Air District's objectives and priorities. Furthermore, the firm's solution must foster a cultural change by promoting a focus on high performance and continuous improvement through regular communication and collaboration between supervisors and their subordinates.

The objectives to be achieved through the services procured under this RFP are as

follows:

- Entrench a high-performance culture within the Air District.
- Improve trust, accountability, collaboration, and engagement between supervisors and their subordinates.
- Balance incentives and punitive measures in performance management.
- Establish alignment between individual performance metrics and organizational goals and objectives, as defined by the Air District's Strategic Planning process.
- Foster innovation, learning, and development among employees.

SECTION III – SCOPE OF WORK

The Air District welcomes proposals from qualified and experienced firms who can meet the objectives outlined in this RFP. The Air District encourages creativity, innovation, and a demonstrated understanding of performance management principles.

The selected firm will be required to perform the following:

Phase 1: Planning/Analysis

During this phase, the firm will assess and review the Air District's current performance management philosophy, methodology, policies, procedures, processes, and practices. The activities in this phase include, but are not limited to:

- Identifying stakeholders and developing a consultation plan;
- Reviewing the Air District's strategic plan, objectives, and result metrics;
- Evaluating the current Air District performance management methodology, processes, system (IT), and policy to make recommendations for improvement or the development of a new process;
- Developing a project plan and schedule, including change management and communication plans.
- Identifying best practices in performance evaluations within the government sector;
- Benchmarking the Air District's performance management process and performance indicators against other relevant agencies;
- Reviewing individual performance management scorecards; and
- Examining the linkages between performance management and employee motivation.

Phase 2: Design and Development

In this phase, the firm will design and develop the new performance management methodology, policies, procedures, processes, and practices. The tasks in this phase include, but are not limited to:

- Designing a framework for setting individual employee performance objectives aligned with the Air District's strategic plan;
- Developing a new performance management philosophy, methodology, policy, procedures, and principles for individual performance scorecards. This may include recommendations for changes to existing information systems or specifications for a new system dedicated to performance evaluations management;
- Establishing performance anchors to guide evaluation criteria;
- Creating linkages between performance management and employee motivation; and
- Providing comprehensive skills transfer and training materials on the new performance methodology, policy, and processes to the Air District.

Phase 3: Implementation and Pilot

During this phase, the firm may perform the following activities:

- Offering expert-level subject matter consultation and project management assistance for the implementation of the new information system;
- Training relevant stakeholders on the new Performance Management Philosophy, methodology, and processes;
- Providing consultation for the pilot of the new performance management system in identified business areas;
- Facilitating a change management process involving all stakeholders to transition to the new performance evaluation methodology; and
- Reviewing and improving linkages between performance management, motivation, and other people-related processes.

Phase 4: Monitor, Review, and Expand Program

In this phase, the firm may undertake the following:

- Producing a comprehensive report on performance management results and outcomes during the implementation and pilot phase;
- Facilitating the expansion of the program for organizational adoption; and
- Developing an after-care program to provide support for the implementation, effective skills transfer, and guidance on conducting performance management for a period of 2-3 months post the performance review cycle.

The Air District welcomes proposals from qualified and experienced firms who can meet the objectives outlined in this RFP. The Air District encourages creativity, innovation, and a demonstrated understanding of performance management principles.

SECTION IV – INSTRUCTIONS TO BIDDERS

A. General

1. Interested firms must create an account through the [Portal](#) described in this RFP to view RFP documents and addenda, and to submit questions and proposal 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 the proposal.
3. All information should be complete, truthful, specific, and as concise as possible.
4. Proposals should include any additional information that the bidder deems pertinent to the understanding and evaluation of the proposal.
5. The Air District may modify the RFP or issue supplementary information or guidelines during the proposal preparation period prior to the deadline. Please check the [Portal](#) regularly for updates prior to the deadline.
6. All proposals shall constitute firm offers valid for ninety (90) days from the deadline. Once submitted, proposals may be withdrawn, modified and resubmitted through the [Portal](#) up until the deadline.
7. The Air District reserves the right to reject any and all proposals for any reason, as allowed by law.
8. All questions must be in written form and submitted through the [Portal](#) no later than **4:00 p.m. Pacific Time on Friday, September 8, 2023**. Bidders 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. Pacific Time on Friday, September 15, 2023**.
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, below, and this Section IV. Failure to adhere to these specifications may be grounds for the rejection of the proposal.

1. **Deadline** – All proposals are due no later than **4:00 p.m. Pacific Time, Friday, September 22, 2023** (deadline), and must 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 complete the uploading process. Bidders will not be able to submit documents after the deadline. Proposals received after the deadline will not be considered.
3. Signature – All proposals must be signed by an authorized representative of the bidder.
4. Submittal – Submit one (1) electronic copy (in Adobe Acrobat PDF file format) to the [Portal](#). 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 and must be submitted before the deadline or they will not be considered.
5. Grounds for Rejection – A proposal may be rejected at any time if it arrives after the deadline, does not include any required information, 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, as allowed by law. 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 the inadvertent disclosure of the information, or disclosure required by law. Proposals 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 proposal with portions marked “confidential,” a respondent represents that it has a good faith belief that such portions are exempt from disclosure under the California Public Records Act (Gov. Code, §§ 7920.000 et seq.), 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 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 deadline. Proposals may not be modified after the deadline.

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.
4. Firm interview teams should be representative of the firm's project team.

SECTION V – PROPOSAL FORMAT, CONTENT, AND SUBMITTAL

A. Contents of Proposal

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

1. Technical Proposal
 - a. Cover Letter (Section I) – Include the business name, address, and telephone number of the firm. The cover letter must be signed by the person(s) authorized to represent the firm.
 - b. Business Contact Information – Provide the following information about the firm:
 - Business address and telephone number of the office nearest to San Francisco, California, and the business address and phone number of the office that each of the proposed staff members are based out of, if different from the office nearest to San Francisco, California.
 - Name of firm's representative designated as the contact and the contact's business email address.
 - Name of project manager, if different from the individual designated as the contact, and the project manager's business email address.
 - c. Table of Contents – Clearly identify material contained in the proposal by section.
 - d. Summary (Section II) – State overall approach to the Performance Evaluation System, including the objectives and scope of work.
 - e. Experience and Qualifications (Section III) – 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 experience working with environmental regulations, if any.
 - f. References (Section IV) - Provide a minimum of three (3) references from

other, similar projects, including company name or government entity, contact name, title, and business phone number and e-mail address for all references listed. For each reference, include a description of services provided and dates the services were provided to that particular entity.

- g. Project Approach and Methodology (Section V) – Provide a detailed description of the approach and methodology to be used to accomplish the scope of work.
- h. Project Schedule (Section VI) – Provide projected milestones or benchmarks for completing the project within the total time allowed.
- i. Project Organization (Section VII) – Describe the proposed management structure, program monitoring procedures, and organization of the proposed team. Provide a statement addressing your firm’s ability and willingness to commit and maintain staffing to successfully conclude the project on the proposed project schedule.
- j. Assigned Personnel (Section VIII) – 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 providing similar services for governmental agencies, and any relevant specialized expertise they may have. Background descriptions can be a resume, curriculum vitae, or summary sheet. Substitution of project manager or staff will not be permitted after the deadline without prior written approval of the Air District’s assigned program manager.
 - Provide a statement of the availability of staff in any local office, and their 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 their experience dealing with governmental agencies, procedures, and environmental regulations.
- k. Retention of Working Papers (Section IX) – 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 from the end of the project.
- l. Subcontractors (Section X) – List any subcontractors that will be used, the work to be performed by them, and the total number of hours or percentage of time they will spend on the contract.
- m. Conflict of Interest (Section XI) – Address possible conflicts of interest with other clients affected by the contractors’ actions performed by the firm on behalf of the Air District, and the procedures for identifying and resolving

conflicts of interest to be used during work for 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 a description of 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.

- n. Additional Data (Section XII) – Provide other essential data that may assist in the evaluation of the proposal. Such information must include any enforcement actions or other legal actions currently pending against you for violations of United States, California, or local law (laws of the nine counties of the Air District’s jurisdiction), or breach of contract.
 - o. Self-Certification for Local Business or Green Business (Section XIII) - If applicable, include a statement self-certifying that your firm qualifies as a local business and/or certified green business. “Local business” means that a firm’s headquarters is located within the nine counties of the Air District’s jurisdiction. A green business must be certified by a government agency or independent private rating organization.
2. Cost Proposal
- a. 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.
 - b. Include a list of anticipated reimbursable expenses, such as expenses for travel, presentation materials, supplies, deliveries, black/white and color printouts and copies, faxes, photo scans, and copywriting and copyediting services and the rate charged for each.
 - c. Any other fees or charges.

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 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 VIII, Sample Contract.

Proposals will be evaluated using the following criteria:

Criteria	Description	Points
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.	20
Approach	Responsiveness of the proposal, based upon a clear understanding of the work to be performed.	20
Cost	Cost or cost effectiveness and resource allocation strategy.	15
References	Quality and applicability of references.	10
Firm's Specialty Focus Area**	Local business.	5
	Certified green business.	5
Total		100

- * "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. The bidder must include a statement in their proposal self-certifying that the bidder qualifies as a local business and/or certified green business to receive points for this criteria.

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

SECTION VII – RFP SCHEDULE

MILESTONE	DATE
RFP RELEASE DATE	8/23/23
WRITTEN QUESTIONS DUE	9/8/23
ANSWERS POSTED ON PORTAL	9/15/23
PROPOSAL DEADLINE	9/22/23
SELECTION OF FINALIST(S)*	11/3/23
COMMENCEMENT OF CONTRACT*	1/1/2024

*Dates are tentative and subject to change.

SECTION VIII – SAMPLE CONTRACT

A sample contract to carry out the work described in this RFP is available on the Air 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)