

**Request for Proposals for
Organizational Assessment and Change Management Implementation Services**

I. Introduction and Schedule

A. General

The San Francisco Department of the Environment (SF Environment) develops and implements environmental programs and policies. 40% of the Department's budget (\$8 million out of a total of \$20 million) and approximately 25% of the Department's staff (21 out of a total of 95 full time staff) are devoted to the Climate, Energy and Green Building Programs. This includes programs in four areas: 1) Climate - programs designed to minimize and mitigate climate impacts in the municipal, residential and commercial sectors; 2) Renewable Energy - programs designed to increase the use of renewable energy, such as solar and wind, for both residents and businesses; 3) Energy Efficiency - programs designed to reduce energy use in the commercial and residential sectors; and 4) Green Building - programs designed to increase environmental and economic performance of new and existing municipal, residential and commercial buildings.

Though the Climate, Energy and Green Building programs have shared priorities, the programs rely on over ten funding sources which obligate the production of a unique suite of deliverables. The complexity of these funding sources, as well as overlapping responsibilities, restrictive personnel rules, and a quickly-evolving field, challenge the current organizational structure.

SF Environment is seeking a contractor to provide professional assistance to the Director by evaluating the organizational structure for these program areas and identifying potential organizational changes that will maximize the effectiveness and efficiency of the employees working on these program areas.

The contract is expected to have a term of one year. The City may choose to extend the term of the contract. The total funding for this project is not expected to exceed \$50,000.

II. Scope of Work

The Scope of Work is to be used as a general guide and is not intended to be a complete list of all work necessary to complete the project.

The following work tasks are assumed necessary. Proposing teams should suggest a modified and/or more detailed scope as part of their proposal.

1. Obtain employee input on the strengths and weaknesses of the existing organizational structure for SF Environment's Climate, Energy and Green Building Programs. This may be done through interviews, conducted one-on-one or in small groups, and larger roundtable meeting formats. Information gathered from employees should include both analysis of the future of the climate, energy and green building fields and details of SF Environment-specific organizational challenges.
2. Obtain external stakeholder input on issues associated with the existing organizational structure for SF Environment's Climate, Energy and Green Building Programs. This may be done through interviews, conducted one-on-one or in small groups. Contact key stakeholders at the request of the Director.
3. Based on input gathered from employees and external stakeholders, provide analysis of the existing organizational structure in relation to funder requirements, mandates, policies, and mission, vision and values. Develop reasonable change recommendations that maximize the impact of SF Environment's talent and resources.
4. Present change recommendations to the Director and affected employees. Advise the Director during implementation of operational and structural change recommendations.