



Winston F. McColl
Director

County of San Diego

Department of Purchasing and Contracting
10089 Willow Creek Rd. Suite 150, San Diego, California 92131-1699

TELEPHONE (858) 537-2500
FAX (858) 715-6452

July 12, 2012

REQUEST FOR INFORMATION (RFI) #5679 CULTURE CONSULTANT SERVICES

The County of San Diego (CoSD) is issuing this Request for Information (RFI) for the purpose of identifying firms/entities interested in providing consultant services related to culture and change management in the public sector.

The Board of Supervisors recently approved a comprehensive initiative to improve land development services and one outcome has been the reorganization of departments and functions involved in the land development process into a brand new department called Planning and Development Services, with a new culture, a more customer-focused mission and a new level of accountability.

Through meetings with staff, we have established what the current culture is and have identified the general direction we want to go. We need specific assistance refining the culture and how the 'new culture' is implemented.

If a contract were to be awarded in the future, we'd expect the bulk of the deliverables to be provided within approximately 60 days.

An expression of interest in participating in the procurement process is not binding or promissory. This RFI is issued solely for information and planning purposes; it does not constitute a Request for Proposal (RFP) or Request for Bid (RFB). Nor does it imply any promise to issue an RFP or RFB.

RFI Due Date

RFI responses are due no later than Monday, July 30, 2012.

RFI RESPONSE PROCESS:

Communications regarding this RFI should be directed to:

County of San Diego, Department of Planning and Land Use
Darren Gretler
5201 Ruffin Road, Suite B
San Diego, CA 92101

Questions and Answers

All requests for clarification regarding this RFI should be submitted in writing (E-Mail) to Darren Gretler at darren.gretler@sdcounty.ca.gov. **Questions must be submitted by COB (Completion of Business) Thursday, July 19, 2012.** All questions received by that time will be answered and posted on BuyNet.

Response Format and Copies

Respondents shall submit three (3) sets of all response documents, one set clearly marked “original” and 2 sets clearly marked “copy”. Respondents also are requested to submit an electronic copy via e-mail to Darren Gretler at darren.gretler@sdcounty.ca.gov.

Estimated schedule for this RFI process:

RFI Release Date	July 12, 2012
Deadline for Questions from Potential Respondents	July 19, 2012
Responses to questions received, will be Posted to BuyNet	July 23, 2012
Written Responses Due (5:00 PM)	July 30, 2012

Post-Submittal

The County will review RFI submissions and may conduct clarification interviews with Respondents if appropriate.

Disclaimer

This RFI in no manner obligates the County to pursue any contractual relationship with an entity that responds to this RFI. The County further reserves the right to cancel this RFI at any time if deemed to be in the best interest of the County.

T. M. Hudson for

WINSTON F. McCOLL, DIRECTOR
Department of Purchasing and Contracting

WFM:TMH

COUNTY OF SAN DIEGO – REQUEST FOR INFORMATION #5679
LAND USE AND ENVIRONMENT GROUP
CULTURE CONSULTANT

Organization _____

Contact Person _____

Address _____

Phone Number _____ Email _____

After you've familiarized yourself with the Red Tape Reduction Task Force and their report/recommendations, the Citygate and Associates report and the subsequent direction from the Board of Supervisors (see Resources section below), please tie your responses to the following questions.

Please answer questions on a separate document, restating the question before answering.

1. What do you know about the County of San Diego's land development permitting challenges?
2. What do you know about the different stakeholders and customer groups, including sometimes their competing interests, in the County land development process?
3. How would you go about changing the culture of an organization?
4. What experience do you have working with culture change (fostering a culture that is customer-centric, with ownership/accountability of staff, where staff assist in navigating the process) in the public sector?
5. What experience do you have with land development related issues?
6. How long do you think it takes to establish the vision for a new culture?
7. How long do you think it takes to realize a change in culture?
8. How would you approach changing an organization's culture when there's approximately 200 staff?
9. How would you pull from your team's expertise if other company members have more specific experience in public/land use areas?
10. Please provide examples of other organizations/companies (preferably public sector) for which you've assisted with culture change.
11. How do you know when the culture change has been successful?
12. What is your experience creating performance measures to track and evaluate progress and change (please provide examples)?
13. Is there anything else you'd like to share?

RESOURCES

<http://www.sdcounty.ca.gov/cob/bosa/index.html>

Board of Supervisors Agenda Item 4, February 29, 2012 - RED TAPE REDUCTION TASK FORCE REPORT AND RECOMMENDATIONS (DISTRICT: ALL)

Board of Supervisors Agenda Item 5, March 28, 2012 - COUNTY STAFF EVALUATION OF RED TAPE REDUCTION TASK FORCE RECOMMENDATIONS AND STATUS REPORT (DISTRICT: ALL)

Board of Supervisors Agenda Item 2, May 9, 2012 - INITIATIVES TO IMPROVE LAND DEVELOPMENT SERVICES (DISTRICTS: ALL)