



1624 Franklin Street, Suite 722  
Oakland, CA 94612  
(510) 272-4435

[cafoodbanks.org](http://cafoodbanks.org)

**Request for Proposals (RFP)**  
**Diversity, Equity, and Inclusion (DE&I) Consultant**

RFP Release Date	Wednesday, February 1, 2023
Pre-Proposal Conference Call Date	Tuesday, February 21, 2023
Questions Due Date	Thursday, February 23, 2023
Submittal Due Date	Tuesday, February 28, 2023
Tentative Interviews/Presentation Date	Wednesday, March 15, 2023
Notice of Intent to Award Date	Monday, April 3, 2023
Contract Award Date	Monday, April 10, 2023
Notice to Proceed Date	Wednesday, April 12, 2023

For information, including invitation requests please contact Firdaus Jahan, Board Liaison (510) 350-9909 or [firdaus.jahan@cafoodbanks.org](mailto:firdaus.jahan@cafoodbanks.org).

**Organizational Overview**

California Association of Food Banks (CAFB) is the state's leading anti-hunger organization. Our mission is to end hunger. Together with our 41 food banks, we are working towards a well-nourished California where everyone has enough food to lead a healthy life. We do this by stocking food banks with farm-fresh produce and pantry essentials, helping eligible Californians enroll in food programs, and elevating the voice of hungry Californians in our statehouse, the country's capital, and in the media. We work to ensure that food banks have the tools and resources they need to do what they do best: feed our communities.

**Introduction**

In 2021 CAFB began taking deliberate steps towards increasing diversity, equity, and inclusion (DE&I) in various aspects of its staff and board priorities. In its three-year Strategic Plan, the Board of Directors has made DEI a top long-term priority for the organization and is invested in the process.

### **Scope of Work**

CAFB is seeking the services of a consultant across a period of twelve months to:

- Work with the CAFB Board to develop a DEI vision for the association's governance, focusing on the values of dedication, inclusion, collaboration, transparency, and accountability and how they can support the vision of food security for all Californians.
- Determine Board DEI goals, identify weaknesses, and create a plan to address the issues surrounding this task with benchmarks highlighting incremental progress.
- Explore and collaboratively identify opportunities for diversity, equity, and inclusion principles to be embedded in the association's governance structures.
- Schedule intentional conversations at Board meetings to continuously advance priorities.
- Collaborate with staff/staff consultant.

A successful partner will facilitate the process, establish key milestones, manage the timeline and related meetings, keep the process on track, and prepare all materials for distribution to Board Members. The selected agency will work directly with the Chief Executive Officer and Board Liaison in managing this work and in partnership with the Board's DEI Working Group.

### **Deliverables**

Key deliverables for this project include:

1. Facilitate 3-5 sessions with the Board's DEI Working Group
2. Facilitate one on-site, half-day exploratory session
3. Draft DEI vision for CAFB's board and governance
4. Document identifying and prioritizing opportunities for DEI principles to be embedded into CAFB's governance structures

### **Proposal Instructions**

#### **Contact Information**

Proposers are cautioned not to discuss this RFP with any Board Member or employee of CAFB. Neither proposers nor anyone representing the proposer, are to discuss this RFP with any consultant or contractor engaged by CAFB for assistance in preparing a response to the RFP. Violation of this prohibition may result in the disqualification of the proposer.

#### **Pre-Proposal Conference**

A Pre-Proposal Conference is scheduled for Wednesday, February 15, 2023, via Zoom.

### **Questions**

All questions and or clarifications to this RFP must be submitted electronically to Firdaus Jahan, Board Liaison (510) 350-9909 or [firdaus.jahan@cafoodbanks.org](mailto:firdaus.jahan@cafoodbanks.org), on or before the due date specified in the above timeline. Late requests will not be considered.

### **Contract Type**

A time and materials contract will be used for the services provided by the firms selected from this RFP. Any services provided by the consultant that are not specifically covered by an approved contract with CAFB will not be reimbursed.

### **Addenda**

CAFB reserves the right to revise the RFP documents. Revisions, and notifications thereof, will be made by written addendum and distributed via e-mail. CAFB will not be bound to any modifications to or deviations from the requirements outlined in this RFP as a result of any oral discussions and/or instructions. Proposers must acknowledge receipt of any addenda in their proposal.

### **Conflict of Interest**

Any person or firm that has assisted CAFB in preparing any aspect of this RFP or any support cost estimate associated with the Scope of Services related to this RFP is prohibited from submitting a proposal in response to this RFP. Firms that received assistance from any such person or entity, or who will use the services of such person or entity in performing the Work will be disqualified. A firm that is prohibited from submitting a proposal in response to this RFP will not be prevented from participating in future projects to the extent that no direct conflict of interest exists at the time of the project. The determination of a conflict of interest, direct or incidental, shall be made by CAFB based on substantial evidence.

### **Pre-Contractual Expenses/Cancellation of RFP**

CAFB shall not be liable for any pre-contractual expenses incurred by the firm in preparation or submittal of their proposal. The proposer shall not include any such expenses as part of their price proposal. Prohibited pre-contractual expenses include any and all expenses incurred by the proposer before the issuance of the Notice To Proceed by CAFB. CAFB additionally reserves the right to cancel this RFP at any time prior to contract award without obligation in any manner for proposal preparation,

interview, fee negotiation, or other marketing costs accrued by proposers associated with this RFP.

### **Materials Furnished by CAFB**

All software, data, reports, surveys, drawings, and other documents furnished to the consultant by CAFB for the consultant's use in the performance of work shall be made available only for use in performing the assignment and shall remain the sole property of CAFB. All such materials shall be returned to CAFB upon completion of work, termination of the contract, or other such time as CAFB may determine.

### **Amendments to Proposals**

No amendment, addendum, or modification to proposals will be accepted after the Submittal Due Date and Time as specified in the Notice of this RFP.

### **Budget**

The budget for this project is not to exceed \$20,000.

### **Period of Engagement**

May 2023 through May 2024.

## **Proposal Elements and Submission**

Qualification, forms and all materials related to this RFP are to be submitted electronically to Firdaus Jahan, Board Liaison (510) 350-9909 or [firdaus.jahan@cafoodbanks.org](mailto:firdaus.jahan@cafoodbanks.org). on or before the due time and date specified in the above Notice of RFP.

### **Proposal Content**

Proposals must include a strategic planning approach, initial work plan and timeline, estimated cost and fee schedule, biography/qualifications of key staff, client list of comparable work, and three references. See below for specific requirements for each section.

The proposal is limited to 30 (8 ½" x 11") pages in no less than 12-point font. This page limit does not include the cover, tabs, and cover letter. Charts and schedules may be included in 11" x 17" format and are considered as one page in the proposal. Each page must be consecutively numbered. Each section must be tabbed and labeled. Content and cover letters shall not include any unnecessarily elaborate or promotional material. Lengthy narrative is discouraged, and presentations should be

brief and concise. Content that does not contain the required information will be deemed non-responsive and will not be considered.

If at any time during the RFP process, a firm makes any changes to proposed key personnel or sub-consultants, the firm must notify CAFB in writing of those proposed changes as soon as they are known. CAFB reserves the right to accept or reject such proposed changes or to revise the evaluation scoring to reflect the proposed staffing changes. All submittals must be formatted based on the sections below.

### **Cover Letter**

Specific and required elements of this section include the following:

- Identification of all proposed sub-consultants including a description of the work to be performed by the firm and each sub-consultant proposed for the Project and an estimate of the percentage of work to be performed by each sub-consultant;
- A list of all prime contracts (if any) awarded to the firm by CAFB for the last five (5) years. The list shall include a short description of the project, the award date, the completion date, the name of the assigned Project Manager, and the contract value;
- If the proposer has ever been terminated from a contract, describe the facts and circumstances in detail;
- A statement that the proposal is valid for 180 calendar days from the date of submission;
- A signed statement by an officer of the prime firm who can bind the firm to the Agreement and attest that all information in response to this RFP is true and correct;
- And a memorandum from a principal of each sub-consultant indicating the specific portion of the Project the sub-consultant will be performing.

### **Qualifications, Related Experience, and References**

This section of the proposal should establish the ability of the proposing firm to satisfactorily perform the required work by reasons of experience in performing work of the same or similar nature. Specific and required elements of this section include the following:

- Provide a brief profile of the firm, including the types of services offered; the year founded; form of the organization (corporation, partnership, sole

proprietorship); number, size, and location of offices; and number of employees.

- Provide a general description of the firm's current financial condition; identify any conditions (e.g., bankruptcy, pending litigation, planned office closures, impending merger) that may impede the ability to complete the Project.
- Describe the firm's experience in performing work of a similar nature to that solicited in this RFP and the participation in such work by the key personnel proposed for assignment to this Project. Highlight the firm's and key personnel's experience with the work or services identified in the Scope of Services.
- Provide a list of past joint work by the proposer and each sub-consultant, if applicable. The list should clearly identify the project and provide a summary of the roles and responsibilities of each party.
- Provide a minimum of three (3) references for work of a similar nature for both the firm and the Project Manager (for a total of six (6) references). Furnish the name, title, address and telephone number, and e-mail address of the person(s) at the client organization who is most knowledgeable about the work performed. References may also be supplied from other work not cited in this section as related experience.

### **Proposed Staffing and Project Organization**

This section of the proposal should establish the method that will be used to manage the project as well as identify key personnel assigned and their qualifications. Specific and required elements include the following:

- Provide education, experience, and applicable professional credentials of proposed project staff.
- Identify key personnel proposed to perform the work in the specified tasks and include major areas of subcontract work. Include the person's name, current location, proposed position for this Project, current assignment, level of commitment to that assignment, availability for this assignment, and how long each person has been with the firm. CAFB reserves the right to review, approve and/or designate the positions and functions deemed to be "key" to the project and request information concerning key personnel not listed as such by the proposer.
- Furnish brief biographies of key personnel identified above, highlighting any applicable experience based on the scope of work, total years of experience, years of experience with current firm, and representative projects comparable to the scope of work, registrations, or certifications.

- Include a project organization chart that clearly delineates communication and reporting relationships among the key personnel and staff, including sub-consultants.
- Include a statement that key personnel will be available to the extent proposed, or designated by CAFB, for the duration of the Project, acknowledging that no person designated as "key" to the Project shall be removed or replaced without the prior written concurrence of CAFB.

### **Project Approach and Work Plan**

This section of the proposal shall provide a narrative that addresses the Scope of Services and shows a clear understanding of the Project needs and requirements. Specific and required elements include the following:

- Describe the approach and work plan for completing the tasks specified in the Scope of Services. The work plan shall be of such detail to demonstrate the firm's ability to accomplish the project objectives and to meet the project schedule.
- Outline sequentially the activities that would be undertaken in completing the tasks and specify who in the firm would perform the work.
- Furnish a project schedule for each task and subtask in terms of elapsed weeks from the project commencement date.
- Identify methods that will be used to ensure quality control as well as budget and schedule control for the project.
- Identify any special issues or problems that are likely to be encountered during this project and how they will be addressed.
- Firms are encouraged to propose enhancements, or procedural or technical innovations to the Scope of Services, that do not materially deviate from the objectives or required content of the Project.

### **Contract Exceptions**

In submitting a proposal in response to this RFP, the consultant is certifying that it takes no exceptions to this RFP including, but not limited to, the Agreement. CAFB does not anticipate making substantive changes to its Agreement. Proposers are asked to include in their proposal a written discussion of any and all proposed exceptions or deviations from the Draft Agreement. Firms will be deemed to have accepted any and all terms and conditions not objected to or identified as an exception or deviation to this RFP. Exceptions must include any considerations for alternative types or amounts of insurance as specified in the Draft Agreement,

including such types and levels for all sub-consultants Exceptions, if any, may be reason for rejection of a proposal.

### **Appendices**

Information considered pertinent to this RFP or to the evaluation of qualifications of the proposer, which has not been specifically solicited in any of the aforementioned sections, may be placed in a separate appendix section. Appendices are not included within the page limit set forth above. Appendices must be relevant and brief and must not include extraneous material that does not directly address an element of this RFP.

### **Cost Proposal**

Proposers are asked to submit only the technical information requested in this RFP. No cost proposal or work hours are to be included in this phase of the procurement process.

### **Acceptance of Proposals**

CAFB reserves the right to accept or reject any and all submittals to this RFP, or any item or part thereof, or to waive any informalities or irregularities in a submittal. CAFB reserves the right to cancel this RFP at any time without prior notice and CAFB makes no representation that any contract will be awarded to any firm responding to this RFP. CAFB reserves the right to reject all submittals and to re-issue (or not re-issue) a new RFP for the same or similar scope of work. CAFB reserves the right to adjust or postpone key dates specified in the above Notice of RFP for its convenience.

### **Consultant Selection Criteria and Weights**

The primary objective of CAFB is to prequalify Consultants and select a Consultant to perform the services specified in this RFP. CAFB has established criteria for this selection process as follows:

- The selection process shall be fair, open, and competitive.
- The selection of the firm will be based on clearly stated objectives, identified in this RFP.
- Selection of the firm(s) shall be based upon demonstrated competence, professional qualifications, experience, proposer's approach, and opportunities to streamline tasks identified in the Scope of Work.
- Upon review of the proposals, a shortlist of firms most technically qualified to perform the work outlined in the RFP will be invited to a virtual interview.



- CAFB reserves the right to reject any and all proposals. CAFB is under no obligation to award a contract for the subject work. At the conclusion of the evaluation process, the Evaluation Committee will recommend to the body or officer having authority to award the contract on behalf of CAFB ("Awarding Authority") to the firm who ranked the highest in overall score. CAFB reserves the right to request additional information and/or clarification from any or all proposers to this RFP but is under no obligation to do so.

Proposals will be evaluated based on the criteria and weights identified herein as follows:

- Qualifications, Related Experience, and References: Firm's experience, and past and current client references; technical expertise and professional competence in areas directly related to this RFP including supporting the vision of food security for all Californians (or experience performing similar work); demonstrated ability to manage and coordinate the work; deliver quality products and services; deliver projects within budget and on schedule; and experience working with public and private entities, particularly the utilities identified and not identified in the RFP. *Maximum points - 25.*
- Proposed Staffing and Project Organization: Technical expertise and professional competence in areas directly related to the work identified in this RFP; required; strength of experience of proposed personnel; breadth and depth of resources, availability of proposed staffing; *Maximum points - 35.*
- Work Plan: Depth of understanding of CAFB's needs and requirements, and understanding of the Scope of Work. Proposer's approach and methodology reflect the ability to provide the requested work. Demonstrated knowledge of the work being requested; identification and knowledge of all requirements cited in the Scope of Work; and proposed technical or procedural innovations to enhance items identified in the proposal. *Maximum points - 30.*
- Price and Schedule: Overall price and ability to meet the proposed schedule. *Maximum points - 10*

CAFB shall select the highest-ranked firms to participate in the interview process. The number of firms invited shall be at the discretion of CAFB. Firms who are invited to the interview will be asked a series of questions that will be scored. The maximum score for the interviews is 100 points. Upon completion of the interview, the Evaluation Committee shall compile their interview scores. The interview will be weighted 60% and the technical proposal will be weighted 40% for a total of 100%. Interviews will be weighted in the following manner:

1. Proposer Understanding of Project Objectives - 20%
2. Technical and Management Approach - 50%
3. Capabilities and Experience of Proposed Staff - 30%

### **Negotiations and Award**

CAFB intends to award a contract to provide the services as described in this RFP with specific performance and schedule details to be contained in the final contract negotiations. It is anticipated that the term of the contract will be based on a time and materials basis, expiring upon completion of services identified in the scope. CAFB reserves the right to contract with additional consultants.

### **Debriefing**

Firms who submit a response to the RFP shall be notified in writing (via e-mail) when: the firm was not selected to receive further consideration in the RFP process; the firm was selected for the interview process and after the RFP Evaluation Committee's recommendation to award has been determined. Firms who were not awarded the contract may obtain a debriefing by contacting CAFB at the above contact information. Firms will have thirty (30) calendar days from the date identified in the written correspondence to request a debriefing.

### **Submission Information**

Please submit questions and final proposals to Firdaus Jahan, Board Liaison (510) 350-9909 or [firdaus.jahan@cafoodbanks.org](mailto:firdaus.jahan@cafoodbanks.org).