

REQUEST FOR PROPOSALS

RFP # 2025-01

UPO CATERING SERVICE BUSINESS ANALYSIS

COVER PAGE

Solicitation Issue Date: Friday, August 15, 2025			
Solicitation Closing Date: Friday, September 12, 2025		Solicitation Closing Time: 5:00 PM (EST)	
Issued By: United Planning Organization (UPO)			
Address: 301, Rhode Island Ave, NW, Washington, DC 20001			
Telephone Number: 202-238-4600			
UPO is a non-profit agency in the District of Columbia and is exempt from any state or federal taxes.			
Unless otherwise stated, all quoted prices shall be Free on Board (FOB) headquarters address inside			
Responses must be received by UPO Procurement Office on or before Friday, September 12, 2025 by 2:00 PM (EST).			
Electronic responses: Please submit your proposal to procurement@upo.org referencing “UPO CATERING SERVICE BUSINESS ANALYSIS - RFP#2025-01” in the subject line. <u>DO NOT send questions to this email address.</u> This is for receiving proposals only and this email inbox is not monitored on a regular basis.			
For questions/information, please email at rhaque@upo.org referencing “UPO CATERING SERVICE BUSINESS ANALYSIS - RFP#2025-01” in the subject line. Your questions will be answered within three (3) business days and will be posted as Q&A on the UPO website. Questions/information must be emailed no later than COB on Friday, August 29, 2025 . Questions sent to procurement@upo.org will not be answered.			
UPO reserves the right to waive informalities or irregularities, to reject any or all proposals received, to accept the proposal deemed best for UPO, and/or request new proposals, if necessary.			
Payment Term: N-30, after receipt of invoices by the Accounts Payable of UPO Finance Division.			
Any objection to the above conditions must be clearly indicated in the proposal.			
In compliance with this RFP and to all the conditions imposed herein, the undersigned offers and agrees to furnish the services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.			
VENDOR IDENTIFICATION			
Company Name:			
Address:			
Telephone:			
Email:			
Federal ID#:			
Print Name	Title	Authorized Signature	Date

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I. PURPOSE: REQUEST FOR PROPOSALS (RFP)

UPO seeks a business analysis for catering services for its Office of Early Learning (OEL). The objective is to determine the feasibility of operating catering service in-house as a social enterprise.

The selected vendor will have experience conducting business feasibility studies that deliver analyses to aid UPO leadership in determining the feasibility of the venture (e.g., competitor analysis and potential site opportunities among other analyses as indicated in section III Scope of Services). Vendors should possess specialized knowledge, expertise, and at least five years of experience performing business analyses, including experience in the food service industry.

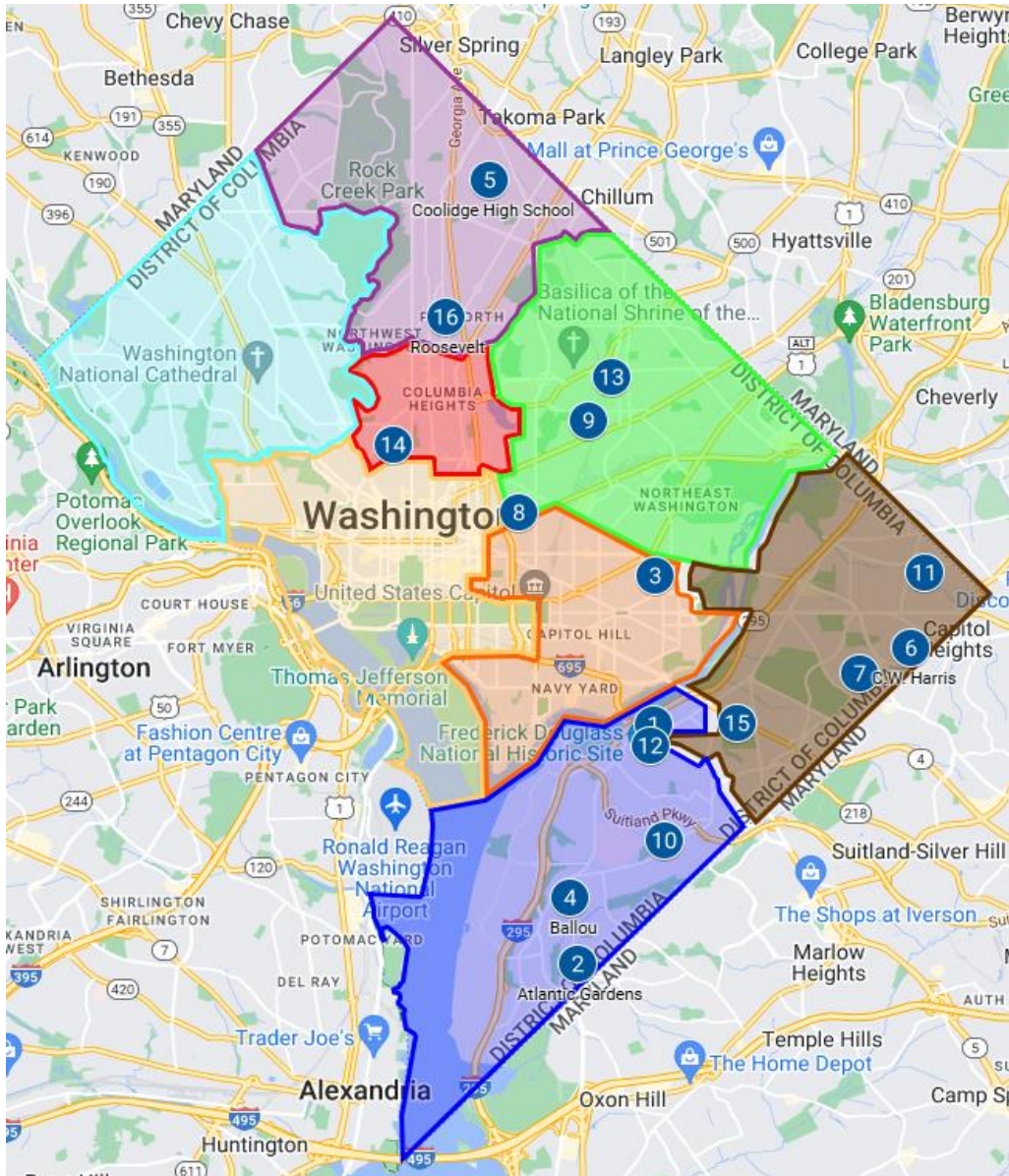
II. BACKGROUND:

A. United Planning Organization (UPO)

UPO is a 501(c)(3) private non-profit corporation and the designated Community Action Agency for the District of Columbia (DC). Founded by James G. Banks in 1962, UPO has grown into one of DC's largest anti-poverty organizations, serving over 52,000 residents a year with 420 dedicated employees on a \$47M budget. UPO specializes in providing economic security support services and human services to DC residents who have low incomes, and supports, and advocates to empower them to achieve economic security.

UPO is exploring the possibility of providing catering services through a social enterprise to produce and deliver 600-900 meals per day, including breakfast, lunch, and snack items, for children one to three years old throughout the District of Columbia.

The map below shows the approximate location of each site where meals must be delivered between 9:30 am – 10:30 am daily or every other day.



III. OBJECTIVES

The selected vendor will conduct a business analysis for catering services to apprise UPO leadership of the business solvency of managing an in-house meal service for Early Head Start.

The selected vendor is expected to achieve the following objectives:

- A. To determine the feasibility of performing catering services as a social enterprise.
- B. To determine the best location for a rented commercial kitchen to produce at least 600 meals daily.

IV. SCOPE OF SERVICES

A. Produce Business Analysis

Produce a business analysis that includes the following and any other pertinent information that the consultant deems valuable to inform UPO's business decisions:

- a. A competitor analysis including a profile of key competitors, highlighting their locations, service offerings, and strategies relevant to meal delivery operations
- b. A detailed outline of operating procedures to support efficient meal preparation and delivery
- c. A listing of commercial kitchen locations for rent that are most feasible to prepare and to deliver meals to intended locations (see map above)
- d. A structured plan for the logistics and distribution of meals, ensuring timely and cost-effective delivery to designated locations
- e. In coordination with UPO's Office of Early Learning (OEL), produce a summary of legal, licensing, health, and safety requirements for commercial kitchens in DC, with specific regulations applicable to meal preparation for children 1-3 years old
- f. A comprehensive description of the management and staff structure, roles, and responsibilities necessary to oversee meal production and delivery operations
- g. A financial breakdown detailing five-year projected costs, revenue streams, and startup capital needed to launch and sustain the meal delivery business
- h. An evaluation of potential risks associated with meal production and delivery, along with strategies for risk mitigation and contingency planning
- i. A curated selection of menu options developed in collaboration with UPO, focusing on nutrition, cost-efficiency, and dietary needs for children 1-3 years old.

B. Presentation and Recommendations

1. Prepare and conduct a presentation session with UPO leadership to discuss the report and to answer any questions
2. Provide strategic recommendations for UPO leadership based on the analysis.

C. Deliverables

1. Detailed business analysis report
2. Presentation slides summarizing the findings and recommendations
3. Data files and appendices supporting the analysis

D. Timeline

Produce a weekly timeline of deliverables detailing milestones that will be performed to complete weekly tasks ending in delivery of the final product.

V. CONTENT OF PROPOSAL

A. Executive Summary (1 page max)

The proposal must include an Executive Summary. This section should not be longer than one page. The summary should contain a brief description of the following:

1. Proposer's background/experience performing business analyses, preferably in the food service industry in the District of Columbia
2. Any specific credentials/licenses
3. Total firm-fixed price to deliver final product (business analysis) and hourly rate for additional services beyond scope, post award
4. Total number of weeks to complete the task

B. Project Narrative (4 pages max)

The proposal narrative should be no more than four pages in length with one-inch margins and 12-point sized font lettering, single spaced. All project narratives must respond to the following:

1. Background: Describe the history and capabilities of the company and list the type of services it offers, including, specifically, food service business analyses in the District of Columbia. Include any relevant collaborations, affiliations, or partnerships with industry professionals/organizations/agencies in the field that contribute to the understanding or production of a business analysis in the food service industry. Include information relevant to meeting deadlines and delivery of final analyses on time and within scope.
2. Experience: Provide a summary of experience of key staff proposed to work on this project who perform the business analysis, including any relevant credentials. Attache resumes of key staff working on this project.
3. Methodology: Provide a detailed methodology that will be implemented to conduct the business analysis. Explain how you will conduct the analysis, including meeting required content within the proposed timeline. Include a weekly plan to deliver the final product (see Timeline in section III, Scope of Services)

C. Pricing Proposal – Fee Structure

Provide a pricing proposal (firm, fixed price) detailing all relevant charges associated with producing the analysis, and a proposed hourly rate for any additional services that may be requested beyond the scope of the project, post award (not included in the proposed pricing structure).

Unallowable expenses include out-of-state travel to Washington, DC including lodging, and any other per-diem cost associated with such travel. Local travel within Washington, DC is an allowable expense.

VI. ELIGIBILITY REQUIREMENTS

Proposals shall meet all applicable eligibility requirements listed in this solicitation. Proposals which do not meet the eligibility requirements will not be considered for evaluations. For-profit, non-profit, community- may be eligible to submit a proposal.

A. General Requirements

1. In order to be considered for selection, proposers must submit a complete response to this solicitation electronically via email to procurement@upo.org referencing “**UPO CATERING SERVICE BUSINESS ANALYSIS - RFP#2025-01**” in the subject line. No other means of submitting proposals shall be made by the proposer.
2. Proposal documents shall be signed by an authorized representative of the proposer. All information requested should be submitted. Failure to submit all information may result in the organization requiring prompt submission of missing information and/or given a lower evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by UPO.
3. Proposals should be prepared as thoroughly and as detailed as possible, providing a straightforward, concise description of capabilities to satisfy the requirements of the solicitation so that UPO may properly evaluate the proposer's capabilities to provide the required services. Emphasis should be placed on completeness and clarity of content.
4. Proposers shall respond to items in the order they are shown in the solicitation.
5. Ownership of all data, materials and documentation originated and prepared for this solicitation by any proposer shall belong exclusively to UPO.
6. If a vendor is chosen, throughout the contract period, the contractor will submit to UPO monitoring, be responsible for detailed written and verbal reporting as requested.
7. The contractor will prepare and deliver a final power point presentation of report findings.

B. Submission Requirements

Any proposal submitted without all required attachments may be disqualified from consideration. All items listed below should be submitted as separate documents. Email submission package to procurement@upo.org:

- a. Completed and signed RFP Cover Page. (see page 3)
- b. Executive Summary (see Section IV-A, Content of Proposal)
- c. Project Narrative (see Section IV-B, Content of Proposal)
- d. Resumes of key staff. If sub-contracting any portion of services, include a statement of capabilities of companies or resumes of contracted individuals/consultants.
- e. Evidence (copies) of professional credentials and/or up-to-date professional licenses of key staff, including contracted individuals/consultants, if any.
- f. Copy of a sample business analysis (or business plan), preferably in the food service industry; entity identifying information may be redacted.
- g. Fee Structure (see Section IV-C)
- h. Vendor Identification Form (see Section VIII, Appendix-A)
- i. Copy of current Business license
- j. Copy of current Certificate of Liability Insurance meeting requirements in Section VII-15.
- k. Completed and signed W-9 Form. A blank, fillable form can be found here: [Form W-9 \(Rev. March 2024\) \(irs.gov\)](#)
- l. Completed ACH Form (see Section VIII, Appendix-B)

VII. EVALUATION CRITERIA

Proposals will be evaluated on a variety of factors including the quality of the proposal and experience.

The proposer's overall approach to successfully providing the Scope of Services will be evaluated. Proposals will be evaluated on, but not limited to, the following:

1. All proposals will be reviewed to determine if they adhere to the format and instructions of the solicitation, meet the criteria indicated and conform to the objectives and requirements of the solicitation. An evaluation team will evaluate the merit of proposals received in accordance with criteria outlined in this solicitation. Incompleteness, significant inconsistencies, or inaccuracies found within a response may result in a reduction of the evaluation rating.
2. UPO reserves the right to: (a) reject any or all proposals, and (b) request clarifications from any or all proposers. Further, UPO reserves the right to

waive informalities and minor irregularities and to accept any portion of a proposal or all items proposed if deemed to be in the best interest of UPO.

3. Proposals shall be rejected if they: (a) are received after closing date and time, (b) do not meet specifications, and/or (c) do not meet the general terms and conditions.
4. UPO may request additional information or clarifications before making a final decision. UPO reserves the right to select the particular response which will best serve its business interests.
5. If a selection is made as a result of this RFP, it shall be awarded to the proposal that is considered most advantageous to UPO.
6. Proposals will be evaluated on the basis of the following criteria listed below:

ITEM	SCORING CRITERIA	Max POINTS
Qualifications/Back ground	<ul style="list-style-type: none"> To the extent that the history, background/capabilities, and affiliations are conveyed in a clear and concise manner with at least three years of service offering business analysis services in DC metro region; experience preparing business analyses for clients in the food service industry is preferred. To the extent the proposer possesses requisite experience delivering the final product in a reasonable and competitive time frame as identified in the Timeline section of the narrative (e.g., four to eight weeks, more or less). 	25
Staff Experience	To the extent that key staff possess relevant experience and credentials to perform a business analysis	25
Sample Business Analysis	<ul style="list-style-type: none"> To the extent that the sample business analysis is thorough with clear explanations understandable by a lay audience; visualizations are easily interpreted; methodology is clear and reasonable 	25
Fees/Charges	<ul style="list-style-type: none"> To the extent that charges are reasonable and competitive 	25
TOTAL:		100

Scoring Rubric

Rating	Adjective	Description
0	Unacceptable	Fails to meet the minimum requirements.
1-5	Poor	Almost meets the minimum requirements; significant deficiencies and gaps are evident.
6-10	Minimally Acceptable	Meets minimum requirements; however, there are notable deficiencies that need improvement.
11-15	Acceptable	Meets all basic requirements adequately; however, there are some areas that could be enhanced.
16-20	Good	Meets requirements well with no major deficiencies; overall solid submission with minor issues.
21-25	Excellent	Exceeds most, if not all, requirements; demonstrates outstanding performance with few, if any, issues.

VIII. GENERAL TERMS AND CONDITIONS

1. Additions and/or Deletions of Service: UPO reserves the right to add and/or delete goods or services to any contract entered into with the contractor. Should a requirement be deleted, payment to the contractor shall be reduced proportionally to the amount of service reduced in accordance with the bid price. Should additional services be required from the contract, prices for such additions will be negotiated between the contractor and UPO. Any changes to any contracts will be made by the execution of a mutually agreed amendment.
2. Termination of Contract: The contract may be terminated by either party at any time on sixty (60) days' written notice from the terminating party. Cancellation of the contract by either party shall in no way relieve the contractor of its responsibility to complete any and all work in progress at the time of the notice and for which payment has been received by the contractor. Contractor shall be liable for any and all damages sustained by UPO as a result of contractor's failure to complete such work in progress.
3. Licenses: By submitting a proposal, the proposer certifies that it has procured, and shall maintain in full force, all permits and licenses required to conduct its business lawfully and that it shall remain informed of and in compliance with all federal and local laws, ordinances and regulations that affect in any manner contractor's fulfillment of the contract.
4. Anti-Kickback Provision: This contract is subject to the provisions of the Anti-Kickback Enforcement Act of 1986. By agreeing to this binding agreement, the transacting parties (1) certify that they have not paid kickbacks directly or indirectly to any employee of UPO for the purpose of obtaining this or any other agreement, purchase order or contract from UPO and (2) agree to cooperate fully with any Federal Agency investigating a possible violation of the Act.
5. Non-Collusion/Fraud: By submitting a proposal, the proposer warrants and certifies that neither the proposer nor its employees or associates has

contacted any unauthorized UPO employee, officer or elected official regarding the contents of this solicitation or the solicitation process. Proposer further warrants and certifies that neither the proposer nor its employees or associates has directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in response to this solicitation. If at any time it shall be found that the proposer or its employees or associates has, in the presenting of its proposal, colluded with any other party or parties for the purpose of preventing or restricting free competitive bidding, its proposal shall be immediately rejected. Any contract awarded prior to the UPO's discovery of the proposer's collusion shall be terminated and proposer shall be liable for all of its damage sustained by the UPO as a result of proposer's collusion.

6. Equal Opportunity: The proposer agrees not to discriminate against any employee or applicant for employment on account of any services, or activities made possible by or resulting from this RFP on the grounds of actual or perceived sex, race, color, religion, national origin, age, marital status, disability, personal appearance, familial status, family responsibilities, matriculation, political affiliation, genetic information, source of income, place of residence or business, veteran status or any other characteristic protected under federal or District law. Any violation of this provision shall be considered a violation of the material provision of this agreement and shall be grounds for cancellation, termination or suspension as a whole or in part of the agreement by UPO which may result in ineligibility for further UPO contracts. The proposer shall at all times in the proposal and contract process comply with all applicable UPO, DC, and federal anti-discrimination laws, rules, regulations and requirements thereof.
7. Right to Audit: UPO shall have the right to audit all invoices submitted by the contractor. The organization shall have the right to audit all relevant data upon which the contractor's fees are based.
8. Informal Communications: From the date of receipt of this RFP by each contractor until a binding contractual agreement exists with the selected contractor and all other proposers have been notified, or when UPO rejects all proposals, informal communications regarding this procurement shall cease. There shall be no requests from proposers to any Office or Office at UPO with the exception of contact for information, comments, etc., and they shall be emailed.
9. Formal Communications: From the date of receipt of this RFP by each proposer, until a binding contractual agreement exists with the selected contractor, and all other proposers have been notified, or when UPO rejects all proposals, all communication between UPO and the proposers will be formal emails.
10. Costs Incurred: Any costs incurred by proposers in preparing or submitting a proposal or subsequent oral presentation/demonstration shall be the proposer's sole responsibility.

11. Federal, State and Local Taxes: UPO is exempt from State and federal taxes. Such taxes shall not be included in quoted prices, but if any taxes are known by the contractor to apply, they shall be shown separately. If not shown, they shall be considered an expense of the proposer and deemed a part of the quoted prices.
12. Payment Terms: ACH is the preferred method of payment by UPO, and the selected proposer (contractor) will be provided with an ACH form to fill out prior to the execution of any contract. In the event there is a discrepancy between the order and the invoice, payment terms shall be effective starting on the date the discrepancy is resolved. Monies due or to become due to the contractor under the contract may be retained by UPO as necessary to satisfy any outstanding claim which UPO may have against the contractor. At any time or times before final payment and three years thereafter, UPO may have the contractor's invoices or vouchers, and statement of cost audited.
13. Indemnification: Proposer shall indemnify, protect, defend and hold harmless UPO, its directors, officers, employees, and representatives from and against any and all claims arising from or connected with: (1) any alleged or actual breach by proposer or (2) any act or omission by contractor and only to the extent such claim arises by negligence or intentional misconduct or as may be allowed under applicable law. Monies due or to become due to the contractor under the contract may be retained by UPO as necessary to satisfy any outstanding claim which UPO may have against the contractor.
14. Insurance: Contractor shall, at all times, at its own expense, obtain and carry comprehensive liability insurance including errors and omissions coverage, property damage insurance and workers' compensation insurance in adequate amounts. The contractor shall keep such insurance in force for the duration and term of this agreement. All certificates of insurance or evidence of insurance must contain a thirty (30) day written notice of any cancellation, change, or termination of coverage. The insurance required shall be obtained from insurance company(ies) licensed to do business in the District of Columbia and shall be kept in force for 90 days after the last payment under the contract.
 - Workers' Compensation Insurance providing statutory limits for the District of Columbia.
 - Business Automobile Liability Insurance with a minimum of \$1,000,000 per occurrence.
 - Commercial General Liability Insurance coverage with a minimum of \$1,000,000 per occurrence/\$2,000,000 aggregate limit.

The contractor shall provide immediate notice in the event there is any change of insurance or that it has reached the insurance limits due to claims made.

15. RFP Amendment: In the event that it becomes necessary to revise this RFP, in whole or in part, an Amendment will be issued and posted on UPO website for information of all prospective proposers and that Amendment needs to be acknowledged in the proposal: <https://www.upo.org/rfp-rfqs/>

16. Completed Proposals: A proposer may submit no more than one (1) proposal in response to this RFP. The proposal shall be completed and signed by an individual who is authorized to bind the firm by submitting the proposal.
17. Withdrawal of Proposals: At any time prior to the time and date set for submitting proposals, a proposer may withdraw the proposal. This will not preclude the submission of another proposal prior to the time and date set for submitting the bid. After the scheduled time and date for submitting proposals, no proposer will be permitted to withdraw the bid unless the award is delayed for a period exceeding 60 days.
18. Receipt and Opening of Proposals: Proposers are responsible for ensuring their proposal is delivered to UPO by the scheduled date and time. Only those bids which are received in a timely fashion as set forth in this RFP will receive consideration. Proposals received after the date and hour designated are automatically disqualified and will not be considered; late proposals will be dated, marked as received late, and placed unopened in the solicitation file. Proposers must pay particular attention to ensure the proposal is properly addressed. UPO is not responsible if the proposal does not reach the destination specified by the appointed date and time.
19. Contract Award Notification: When the evaluation process of the proposals is completed, the selected proposer (contractor) will be formally notified by email. Other notifications will not be honored and should not be considered as a valid offer of award. **The award is not, and should not be construed as, the formation of a contract, nor does it guarantee that UPO will enter into a contract with the awarded proposer. A formal contract will be generated and supplied by UPO, at its sole discretion, after the award notification is delivered.**
20. Certifications: Any agreement resulting from this RFP shall be subject to but not limited to the following certifications:
 - a. Certification that it nor its principles are not debarred, suspended, proposed debarment, declared ineligible, or voluntarily excluded by any federal Office or agency from participation in this transaction by any Federal Office or agency in accordance with 45 CFR Part 76.
 - b. Certification Regarding Lobbying under Title 31, US Code, Section 1352.
21. Acknowledgement: By submitting a proposal, the proposer represents that:
 - The proposer has read and understands the RFP and submits the response in accordance therewith.
 - The proposer possesses the capabilities, equipment, and personnel necessary to provide an efficient and successful service.
 - The proposer has all the required licenses and insurance.
22. Claims: No claim will be allowed for additional compensation or time for completion based on a lack of knowledge or lack of understanding of any part of the RFP.

IX. APPENDICES

A. VENDOR IDENTIFICATION FORM

Company/Individual's Name:			
Doing Business As (DBA):			
Company Federal ID # or Social Security #:			
Address:			
Remit to Address:			
Telephone/Mobile Phone #:			
Fax:			
Email:			
Web address:			
Main Contact Person:			
Person Responsible for Response (if different)			
Print Name	Title	Authorized Signature	Date

B. Supplier ACH/Direct Deposit Authorization Form

1. Please Check One:

☐

NEW Direct Deposit

☐

CHANGE Direct Deposit

☐

CANCEL Direct Deposit

2. Vendor/Payee Information

Name:

Address:

Contact Person's Name (if other than payee):

Telephone Number:

Email Address:

3. Financial Institution Information

Bank Name:

Bank Address:

Name on Bank Account:

Bank Account Number:

Nine-Digit Bank Routing/Transit Number (ABA):

☐

Checking

☐

Savings

Type of Account:

4. Approvals/Authorizations - I certify that the information provided on this form is correct, and I hereby authorize United Planning Organization Office of Accounts Payable to electronically deposit payments to the bank account designated above. It is my responsibility to notify UPO Finance Dept for issues with payment received or deposited, and any changes to bank account information at payments@upo.org or (202) 238-4799. I understand that this authorization will remain in full force and effect until UPO Finance Dept received a written notification requesting a change or cancellation and has had reasonable opportunity to act on it, which should take no longer than seven (7) to ten (10) business days.

Print Name: _____

Signature: _____

Date: _____

Important Information

Please return completed form via email: payments@upo.org

Finance Department Use Only

Reviewed and Approved By:

Date:

Date Stamp - Received