

## REQUEST FOR PROPOSAL

**SUBMISSION DEADLINE**  
**12:00 PM CST, October 11, 2024**

### RFP TITLE: ORGANIZATIONAL OPTIMIZATION SERVICES

#### RFP CONTACT:

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### PROPOSAL DEADLINE: FRIDAY, OCTOBER 11, 2024 – 12:00 PM CST

#### INTRODUCTION:

Through a global network of international offices and strong support in the U.S., USSEC helps build a preference for U.S. soybeans and soybean products, advocates for the use of soy in livestock and aquaculture feed and human consumption, promotes the benefits of soy use through education and connects industry leaders through a robust membership program.

#### BACKGROUND & PURPOSE OF PROJECT:

The US Soybean Export Council (USSEC) is seeking proposals from qualified firms to assist in reimagining our business processes and structure to identify opportunities for efficiency improvements across all aspects of our operations. Our goal is to enhance efficiency, streamline processes, and optimize our workforce while maintaining quality and performance standards.

USSEC's standard practice is to RFP every 3 years in an openly and competitive manner. This type of cost analysis will assist in determining the fair market value for the work to be performed and allows USSEC the opportunity to evaluate various proposals and select the best contractor for the job based on experience, availability, expertise, approach, and cost.

#### SCOPE (SERVICES) OF WORK:

The selected firm will be expected to:

##### 1. Conduct a Comprehensive Assessment:

- Evaluate our current organizational processes, structure and current technology to identify areas of similarity or duplication in processes, in duplication of purposes of the activities, of similarity in the work, and current administrative technology etc. All looking for opportunities to pull Teams together, remove duplication, and improve efficiencies.
- Analyze workforce utilization and current metrics across all departments.

##### 2. Develop an Optimization Plan:

- Propose improvements to processes, structure and technologies that align with our strategic goals and helps us to improve efficiencies.
- Identify roles, processes, or departments to optimize operational effectiveness.
- Consider how collaboration or work-sharing with "partner" organizations can fit into and add to this plan.

**3. Implement Optimization Strategies:**

- Work with Leadership as we finalize plans and develop an implementation plan.
- Provide guidance and support during the implementation of the new organizational structure.
- Recommend strategies for managing and communicating changes to stakeholders.

**4. Monitor and Evaluate Outcomes:**

- Develop key performance indicators (KPIs) to measure the success of the reorganization efforts.
- Provide ongoing analysis and reports to ensure continuous improvement.

**Proposal Requirements:**

Interested firms should submit a proposal that includes the following:

**1. Company Background:**

- Overview of the firm's experience and expertise in organizational optimization services.
- Examples of previous projects with similar scope and complexity, including optimization of non-profit organizations managing government and third party funds.

**2. Approach and Methodology:**

- Detailed description of the firm's approach to conducting assessments and developing optimization plans.
- Proposed timeline and key milestones for the project.

**3. Team Qualifications:**

- Resumes or bios of key personnel who will be involved in the project, highlighting relevant experience.

**4. Budget and Fees:**

- Cost proposal, including a breakdown of fees and expenses.

**Evaluation Criteria:**

Proposals will be evaluated based on the following criteria:

1. Relevant experience and expertise
2. Approach and methodology
3. Qualifications of the project team
4. Cost-effectiveness

**DELIVERABLES:**

<b>Completion Date</b>	<b>Description of Deliverables</b>
November 1, 2024	Contract completion
December 15, 2024	Comprehensive Assessment

January 30, 2025	Present Optimization Plan
April 30, 2025	Implementation of Optimization Plan
September 30, 2025	Monitor Evaluation Outcomes

**PROJECT TIMELINE:**

Our expectation for this project is to last from October 2024 to September 2025. We are asking that the Project Proposal include details about what the proposed timeline and scope would look like.

**RFP TIMELINE:**

- **RFP Distribution:** September 25, 2024
- **Zoom Meeting for Q&A:** Thursday, October 3, 2024, 3:00-4:00 PM Central Time

Join Zoom Meeting

<https://ussec-org.zoom.us/j/97723698024>

- **Project Proposals Due:** October 11, 2024 12:00 PM Central Time
- **Prospective Contractors Notified By: October 30, 2024**

**INSTRUCTIONS:**

Proposals must contain at a minimum the specific criteria listed below:

1. **Please email the proposal to RFP@USSEC.ORG by 12:00PM Central Time on *October 11, 2024*.**
2. A description of Prospective Contractor’s capabilities, resources and experience. Emphasis should be placed on experience related to this RFP.
3. A thorough proposal outlining Prospective Contractors planned work, deliverables and timeline to complete the work.
3. Resumes for each of the Prospective Contractor’s personnel assigned to work directly on the implementation of the contract.
4. Provide a minimum of two names and contact information for other similarly sized clients for reference purposes.
5. Detailed Budget
  - All bids for services must provide a breakout of how the fee was derived including but not limited to a breakdown of hourly rate and the amount of effort they anticipate to do the work.

6. Proposals should be no longer than **10 pages** (8 ½" x 11").

**NOTES:**

- Prospective Contractors are hereby notified that proposals will be duplicated for internal review only. Every effort will be made to maintain confidentiality of all information presented. The appropriate representatives from staff and legal counsel will review proposals. Proposals will not be returned.
- USSEC reserves the right to retain all proposals submitted. Submission of a proposal indicates acceptance by the submitter of the conditions contained in the request for proposal, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between USSEC and the contractor selected.
- Confidentiality - Without USSEC's prior written consent, Prospective Contractors and its officers, employees, agents, representatives, affiliates, and subcontractors shall not disclose to any third party any documents, materials or information that the Prospective Contractors learns from or is provided in relation to the RFP request.
- During the evaluation process, USSEC reserves the right to request additional information or clarifications from proposers, or to allow corrections of errors and omissions.
- USSEC reserves the right to reject any proposal that is in any way inconsistent or irregular. USSEC also reserves the right to waive proposal defects or deficiencies, to request additional information, and/or to negotiate with the Prospective Contractor regarding the proposal.
- Prospective Contractor agrees that Fees are in lieu of any and all other benefits, including, but not limited to, repayment of any and all taxes related to contractor service fees, health and life insurance, administrative costs and vacation.
- Prospective Contractor agrees that any income taxes, value added taxes or any other form of direct or indirect taxes on compensation paid under the contract shall be paid by Contractor and not by USSEC or Funding Sources.
  - Prior to any payment to a Contractor, a contractor must provide a W-9, W-8, or W-8BEN upon agreement signature
- Non-Competition. Contractor shall not act as agent or representative for any product or service directly or indirectly competitive with U.S. soybeans or soybean products for the length of the contract.
- USSEC and Prospective Contractor agrees to comply with the provisions of Equal Employment Opportunity (EEO). USSEC provides EEO to all employees and applicants for employment without regard to race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, disability, genetic information, marital status, amnesty, or status as a covered veteran in accordance with applicable federal, state and local laws.

## SUPPLEMENTAL INFORMATION AND BACKGROUND

### *BUILDING A PREFERENCE FOR U.S. SOY*

Information on USSEC can be found below and at this website: <https://ussec.org/>

**USSEC's strategy** can be found here: <https://ussec.org/about-ussec/>

**USB's Long Range Strategic Plan** can be found here:  
<https://www.unitedsoybean.org/strategic-plan/>

We are a dynamic partnership of key stakeholders representing soybean producers, commodity shippers, merchandisers, allied agribusiness and agricultural organizations.

Through a global network of international offices and strong support in the U.S., we help build a preference for U.S. soybeans and soybean products, advocate for the use of soy in feed, aquaculture and human consumption, promote the benefits of soy use through education and connect industry leaders through a robust membership program.

Our 15-member board of directors is comprised of four members from the American Soybean Association (ASA), four members from the United Soybean Board (USB), and seven members representing trade, allied industry, and state organizations.

New board members are seated annually. We are receiving funding from a variety of sources including soy producer checkoff dollars invested by the USB and various state soybean councils; cooperating industry; and the American Soybean Association's investment of cost-share funding provided by the United States Department of Agriculture's (USDA) Foreign Agriculture Service.

The United Soybean Board, created by the 1990 Farm Bill to manage and direct the National Soybean Checkoff, is dedicated to marketing and research for the soybean industry. USB is comprised of 73 volunteer soybean farmers representing the interests of fellow growers nationwide. Each board member is nominated by Qualified State Soybean Boards (QSSBs) and appointed by the U.S. Secretary of Agriculture.

Because of the limitations on administrative and salary costs established in the Act, USB outsources the majority of its program management responsibilities to USB's three primary contractors:

- SmithBucklin-St. Louis for domestic marketing, new uses, production research and Board initiative activities;
- Osborn & Barr Communications for communications/public relations activities and;
- U.S. Soybean Export Council (USSEC), Inc. for international marketing and global opportunities activities.

As one of these three primary contractors USSEC may also undertake initiative activities on behalf of USB. USB considers primary contractor staff (approximately 60 people) as core USB staff. These three primary contractors use a number of subcontractors and, together, these entities carry out approximately 450 projects each year for USB. USB also manages approximately 10 subcontractors.

## **Non-Discrimination Statement**

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotope, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 720-2600 {voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at [How to File a Program Discrimination Complaint](#) and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) [email:program.intake@usda.gov](mailto:program.intake@usda.gov).

USDA is an equal opportunity provider, employer, and lender.

## **Civil Rights Clause**

Contractor agrees that during the performance of this Agreement it will not discriminate against any employee or applicant for employment because of race, color, religion, gender, national origin, age, disability, political beliefs, sexual orientation, marital or family status, parental status or protected genetic information. Contractor further agrees that it will fully comply with any and all applicable Federal, State and local equal employment opportunity statutes, ordinances and regulations, including, without limitation, Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act of 1990, the Age Discrimination in Employment Act of 1967, and the Equal Pay Act of 1963. Nothing in this section shall require Contractor to comply with or become liable under any law, ordinance, regulation or rule that does not otherwise apply to Contractor.