

# **Request for Qualifications (RFQ) – Cost Allocation Plan Consulting Services**

San Joaquin Area Flood Control Agency (SJAFCA) is seeking qualified consulting firms to prepare a comprehensive Cost Allocation Plan (CAP) that complies with 2 CFR Part 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) and other related guidelines. The selected consultant will develop a plan to allocate SJAFCA's administrative and overhead costs to its projects and programs in an equitable, transparent manner consistent with Federal and State standards. The purpose of this RFQ is to identify the most qualified firm to perform this work.

## **1. Introduction**

SJAFCA invites interested firms to submit Statements of Qualifications (SOQs) for consulting services to develop an agency-wide CAP. SJAFCA's goal is to ensure it utilizes comprehensive overhead rates and accurately accounts for the true cost of providing services across all its activities. The resulting CAP will identify and distribute indirect costs (e.g. general management, administrative support, facilities, etc.) to applicable projects, programs, and thus, funding sources, in a manner that maximizes cost reimbursement from grants and partner agencies while adhering to Federal and State requirements. This RFQ describes the project background, scope of work, required SOQ contents, and the selection process in accordance with SJAFCA's procurement policies and typical public agency practices. SJAFCA reserves the right to amend this RFQ or to cancel the solicitation at any time, and to reject any and all submissions if doing so is determined to be in the Agency's best interest.

## **2. Background**

SJAFCA is a Joint Powers Authority created in 1995 by San Joaquin County, the City of Stockton, and the San Joaquin County Flood Control & Water Conservation District, and later expanded to include the Cities of Lathrop and Manteca in 2017. SJAFCA's mission is to reduce and manage the region's flood risk through capital projects and programs in collaboration with local, state, and federal partners. SJAFCA receives a significant amount of grant funding to implement flood control projects. SJAFCA's annual operating budget includes general and administrative (G&A) costs (staff salaries, office expenses, audit/legal fees, etc.), and a portion of these costs are typically allocated to SJAFCA's capital projects and eligible for grant reimbursement. The Agency currently does not have a formally documented cost allocation plan. Establishing a compliant CAP will provide a consistent framework to apportion indirect costs to projects and funding sources, improving transparency and enabling SJAFCA to claim eligible overhead expenses in grant reimbursements. The CAP must be compliant with Uniform Guidance – meaning it will include only allowable indirect costs and use appropriate allocation methodologies to withstand audit scrutiny. SJAFCA's intention is for the consultant to develop a plan that can be used for both internal management purposes (full cost allocation) and for federal/state grant purposes.

## **3. Scope of Work**

It is expected that the selected firm will develop a Scope of Work for review and approval by SJAFCA to develop the Cost Allocation Plan and assist with its implementation. The following tasks and responsibilities are provided to help identify the types of work expected to be performed by the consultant:

- **Project Initiation and Data Collection:** Meet with SJAFCA's staff to define the purpose, goals, and uses of the CAP; review SJAFCA's organizational structure, budget, projects and programs; interview key personnel to gather relevant data on administrative functions, costs, and

interdepartmental services.

- **Review of Current Allocation Methods:** Evaluate any current methodology SJAFCA uses to allocate overhead or indirect costs; analyze SJAFCA's financial statements, expenditure reports, and program / project budgets; provide recommendations to standardize and improve cost allocation methods; define cost categories (e.g. labor, services/supplies, utilities, etc.) and determine which costs are central (indirect) vs. direct; establishing appropriate allocation bases for each type of cost.
- **Develop the Cost Allocation Plan Model:** Develop a comprehensive overhead CAP model that calculates the full costs of SJAFCA's services and activities. The desired CAP model should have the capability to:
  - Allow for the addition or removal of cost components so that the plan can be adjusted from a simple version to a more complex one as SJAFCA's needs evolve.
  - Allow for updates year-to-year as organizational structure or expenditures change. SJAFCA staff should be able to update figures (e.g. new fiscal year budgets, new departments or programs, etc.) and have the allocations recalculate accordingly.
  - Document the allocation basis/metrics used for each cost category (e.g. percentage of staff time, number of employees, square footage, direct program expenditures, etc.) and provide justification for the allocation of costs to internal programs and external funding sources.
  - Ensure that the methodology is equitable and reflective of causal relationships – meaning costs are allocated based on logical drivers (for example, general management costs allocated based on each project's share of total project expenditures, etc.)
- **Prepare Draft Report and Review with SJAFCA:** Compile a Draft Cost Allocation Plan report that details the methodology, findings, and proposed allocations (including draft overhead rates or cost allocation tables). The consultant should present the draft CAP to SJAFCA's management and key staff for review and feedback (this may include presenting to the SJAFCA Board or a committee, if requested). The consultant should collect and document comments and concerns and incorporate this feedback into the final report.
- **Finalize Cost Allocation Plan and Deliverables:** Incorporate SJAFCA's feedback from the draft review to produce the Final Cost Allocation Plan. Upon approval of the final CAP, the consultant shall provide the following deliverables:
  - A Final Report documenting the Cost Allocation Plan.
  - The Cost Allocation Plan Model in an electronic, editable format (e.g. a Microsoft Excel workbook with formulas intact).
  - The consultant may also be asked to present the Final CAP to SJAFCA's Board of Directors for adoption (at a Board meeting) and to provide a brief training or Q&A session with SJAFCA staff about how to utilize and maintain the CAP going forward. These activities, if needed, will be coordinated as the project concludes.

**Assumptions:** SJAFCA will provide the consultant access to all necessary financial records, budgets, and organizational information. SJAFCA staff will be available to participate in interviews and to review draft

materials in a timely manner. The consultant is expected to work closely with SJAFCA's Finance and administrative staff throughout the project to ensure accuracy and relevance of the CAP.

## 4. Submittal Requirements

Interested firms must submit an SOQ that demonstrates their qualifications and experience preparing Cost Allocation Plans. The SOQ should be concise, organized, and responsive to the requirements of this RFQ. At a minimum, the SOQ should include the following components:

- **Cover Letter:** Introduce your firm and confirm your interest in the project. The cover letter should be signed by an authorized official of the firm. Include the name, title, address, phone, and email of the primary contact person for the proposal. The cover letter may also briefly summarize your understanding of SJAFCA's needs and the reasons your firm is suited for this work. (Limit to two pages.)
- **Firm Qualifications and Experience:** Provide a summary of your firm's background, size, and expertise, particularly experience in developing cost allocation plans or similar financial studies for public agencies. Please highlight your firm's most relevant projects that are comparable in scope and complexity to SJAFCA's CAP (especially any overhead cost allocation plans prepared for government clients of similar scale). If your qualifications are those of a team that includes sub-consultants, describe the team composition and prior working relationships (if any) that demonstrate your ability to successfully collaborate.
- **Project Team & Key Personnel:** Identify the key personnel who will be assigned to this project, including the project manager and any lead analysts/consultants. For each individual, describe their role on the project and provide a brief resume or summary of relevant experience. If sub-consultants or technical specialists will be used, provide their qualifications as well. The SOQ should make clear the availability of key staff and the commitment that they will be involved in the project through completion. *(Resumes can be included in an appendix and will not count against the page limit, as noted below.)*
- **Approach:** Discuss the firm's understanding of the requirements of developing a Cost Allocation Plan and outline the proposed technical approach for completing the Scope of Work. Summarize how the firm will approach data gathering, methodology development, and interaction with the Agency. A proposed work plan or timeline can be included to demonstrate the sequence of activities.
- **Relevant Project Experience and References:** Provide a brief description of at least three (3) similar projects completed by your firm. For each project, please include: the client agency name, the year completed, and a brief description of the work performed as well as a client reference (name, title, phone, email) whom SJAFCA may contact to inquire about the firm's performance.
- **Additional Information:**

Firms may include any other information they believe is relevant to their qualifications for this project.

  - *Hourly Rate Schedule:* Provide a current hourly rate schedule for all personnel who may be assigned to this project. At a minimum, the rate schedule should identify each classification personnel (title or position), full billing rate. This rate-sheet will be used for contract negotiations and for any additional services authorized by SJAFCA. The hourly rate sheet can be included as an attachment or appendix to the submission and will not

be included within the page limit requirement.

- *Conflicts*: If there are any real or perceived conflicts of interest, they should be disclosed in this section.
- *Contract Exceptions*: If the firm wishes to propose any exceptions to standard contract terms or has any special conditions, those should be clearly stated in this section. SJAFCA's standard Master Services Agreement for Professional Services (**Attachment 1**) terms will apply to this contract; by submitting an SOQ, the proposer takes no exceptions to the conditions of this RFQ or to SJAFCA's contract terms, unless such exceptions are explicitly stated in the submission. SJAFCA reserves the right to reject proposals that include significant exceptions or deviations.

**Page Limit**: The SOQ (excluding the cover letter, appendices and/or attachments) should not exceed 20 single-sided pages. Pages shall be standard letter size (8.5" x 11"), with at least 11-point font and 1-inch margins. Any Cover page and/or table of contents will not count toward the page limit, nor will the resumes of key staff if provided in an appendix or attachment. Brevity and clarity are encouraged.

**Submission Format**: One (1) PDF electronic copy of the SOQ should be provided. The electronic copy may be submitted on a USB flash drive delivered or via email.

## 5. RFQ Schedule

The list below outlines the anticipated schedule for the RFQ and selection process. SJAFCA reserves the right to modify these dates as necessary; any changes will be communicated to all known proposers or posted on the SJAFCA website.

RFQ Issuance Date:	8/11/2025
Deadline for Questions:	8/22/2025 by 4:00 PM
SOQ Due Date and Time:	8/29/2025 by 4:00 PM
Evaluation of Submissions:	9/1 to 9/10/2025
Interviews (if needed):	9/12/2025
Selection of Consultant:	9/15/2025
Approval of Contract:	9/19/2025
Project Commencement:	9/22/2025

SJAFCA expects to adhere to the schedule as closely as possible. SOQ Due Date (as specified above) is firm; responses received after the deadline will not be considered. Proposers are encouraged to submit early to avoid any last-minute delivery issues.

## 6. Questions and Clarifications

Questions regarding this RFQ must be submitted in writing via email to:

Sylvia Razniak  
Director of Finance & Human Resources  
email: [Sylvia.Razniak@sjafca.org](mailto:Sylvia.Razniak@sjafca.org)

No later than August 22, 2025 by 5:00 PM. Please include "SJAFCA CAP RFQ Question" in the email subject line.

If needed, based on the questions received, SJAFCA will compile all questions received by the deadline and issue a written addendum modifying the RFQ in light of question posed. This addendum will be emailed to all firms who have requested the RFQ or otherwise registered interest, and/or posted on the SJAFCA website, by August 27, 2025. If it is determined that an addendum needs to be issued, SJAFCA may extend the SOQ due date to allow adequate time for responders to incorporate clarifications from any addenda. Proposers are responsible for obtaining any addenda from SJAFCA.

## **7. Evaluation and Selection**

SOQs will be evaluated by a selection committee of SJAFCA staff (and/or qualified external reviewers). The committee will review each SOQ for completeness and responsiveness to the RFQ. SOQs failing to meet the RFQ requirements may be disqualified without further evaluation.

For SOQs that meet the submittal requirements, the committee will evaluate and score the qualifications using criteria that include, but are not limited to, the following:

**Understanding and Approach:** The proposer's grasp of the requirements of a Cost Allocation Plan and the approach for how the proposer plans to execute the scope of work.

**Experience with Similar Projects:** Demonstrated successful experience in preparing cost allocation plans and overhead rate studies for public agencies. Experience with Uniform Guidance and familiarity with Federal and State crediting and grant reimbursement processes.

**Qualifications of Project Team:** The expertise, qualifications, and relevant experience of the proposed project manager and key team members. Strong project management skills and the ability to communicate financial concepts to non-financial stakeholders are desirable.

**References and Past Performance:** Feedback from references or past clients on similar projects, regarding the firm's quality of work, adherence to schedules and budget, and overall performance. A track record in delivering cost allocation plans accepted by governing bodies or oversight agencies. SJAFCA may contact the references provided to substantiate the information in the SOQ.

**Overall Quality and Responsiveness of SOQ:** The clarity, professionalism, and completeness of the submission. The SOQ should address all requirements of this RFQ. The inclusion of any innovative ideas or value-added services (while still meeting the RFQ's needs) may also be considered in the evaluation.

The evaluation committee will assign ratings or rank the SOQs based on the above (or similar) criteria. SJAFCA does not intend to include cost as a scored criterion for this qualifications-based RFQ; cost proposals are not requested at this time. Following the initial evaluation, SJAFCA may invite one or more top-ranked firms to oral interviews on September 12, 2025 for final selection. It is expected that the interview process will take place virtually via Microsoft Teams. The interview will allow the firm's key team members to present their experience and approach, and for the committee to ask questions or seek clarification on the SOQ. The committee may re-score the finalists after interviews to determine the highest-ranked firm.

At the conclusion of the evaluation process (which may include interviews and reference checks), SJAFCA will identify the top-ranked firm and proceed to negotiate a final Professional Services Agreement. The selected firm will be expected to enter into SJAFCA's standard contract (a template Master Services Agreement is provided as an attachment to this RFQ for reference). During contract negotiations, the scope of work, deliverables, schedule, and fee will be finalized. If SJAFCA cannot reach

agreement with the top-ranked firm, the Agency reserves the right to terminate negotiations and commence discussions with the next highest-ranked firm, or to take other appropriate action.

SJAFCA intends to award the contract to the best-qualified firm. Participation in this RFQ process by submitting an SOQ indicates acceptance of the evaluation process and recognition that subjective judgments must be made by the selection committee. By submitting, proposers acknowledge that SJAFCA reserves the right to reject any and all SOQs, to waive minor irregularities or informalities in an SOQ, and to request clarification of any information submitted.

This RFQ solicitation does not obligate SJAFCA to enter into a contract nor to pay any costs incurred in the preparation of an SOQ. All SOQs become the property of SJAFCA and are subject to public disclosure under the California Public Records Act after award, except to the extent that a proposer has designated any legally exempt proprietary information.

## **8. Submission Instructions**

Submission Deadline: Complete SOQ packages must be received by SJAFCA no later than 4:00 PM (Pacific Time) on August 29, 2025 (the "SOQ Due Date"). Late submissions will not be accepted or considered.

SOQs shall be delivered to the following address by e-mail to [Sylvia.Razniak@sjafca.org](mailto:Sylvia.Razniak@sjafca.org) or by mail or in-person at the following address:

Sylvia Razniak  
Director of Finance & Human Resources  
San Joaquin Area Flood Control Agency  
2800 W March Ln, Suite 200  
Stockton, CA 95219

If submitting in person, please check in with the SJAFCA administrative office on the 2nd floor. If mailing, ensure delivery by the deadline; postmarks are not sufficient.

Each SOQ should include all materials as specified in Section 4.0 *Submittal Requirements*. It is the proposer's responsibility to ensure the SOQ is complete and responsive to the RFQ.

**Withdrawal or Alteration of an SOQ:** A firm may withdraw its submission by written request after the due date, however, no SOQ can be altered, amended, or supplemented after the due date, although SJAFCA may request clarifications during the evaluation.

SJAFCA will not reimburse any costs incurred in the preparation or delivery of the SOQ. All submissions become the property of SJAFCA. By submitting an SOQ, proposers agree that their submission is valid for at least 90 days from the SOQ due date.

## **9. Additional Conditions**

**Conflict of Interest:** Firms shall disclose any financial, business or other relationship with SJAFCA, its member agencies, or any member of the Board that may have an impact on the outcome of this contract. Likewise, any existing contracts with SJAFCA or recent assignments that could be perceived as a conflict should be described. SJAFCA reserves the right to disqualify any firm on the basis of a conflict of interest.

**Insurance and Contract Requirements:** The successful firm will be required to enter into a Services Agreement with SJAFCA and maintain insurance coverages as required by the Agency. By submitting an SOQ, the firm indicates its ability and willingness to meet the requirements of the Agreement.

**Reservations:** SJAFCA reserves the right, without qualification, to reject any or all submissions or to cancel this RFQ in whole or in part, if such action is deemed in the Agency's best interest. This RFQ does not commit SJAFCA to award a contract or to pay any costs incurred in the preparation of an SOQ. SJAFCA also reserves the right to amend this RFQ, postpone the award, or change the schedule at any time. Any such changes will be communicated to all known proposers.

**Public Record:** SOQs submitted in response to this solicitation shall become the property of SJAFCA and, upon contract award, are considered public records available for release to requestors under the California Public Records Act (California Government Code §6250 et seq.), with the exception of any materials that are exempt from disclosure by law. If a proposer believes any portion of its submission is exempt from public disclosure, such portion must be clearly marked "PROPRIETARY" or "CONFIDENTIAL". While SJAFCA will endeavor to protect such information to the extent allowed by law, it cannot guarantee that information marked as confidential will not be disclosed if required by law. Entire SOQs cannot be designated as confidential.

SJAFCA appreciates your interest in this Request for Qualifications. We look forward to reviewing your submission.

For any questions or clarification regarding this RFQ, please refer to Section 6.0 (Questions and Clarifications) for the proper inquiry process.

**Attachment 1**

**SJAFCA Standard Master Services Agreements**