

**REQUEST FOR PROPOSAL (RFP) TO OPERATE THE
SOCIAL SECURITY ADMINISTRATION (SSA) HEADQUARTERS CHILD
DEVELOPMENT CENTERS**

LOCATED AT

6401 SECURITY BOULEVARD, BALTIMORE, MARYLAND 21235

(WOODLAWN CENTER)

AND

300 N. GREENE STREET, BALTIMORE, MARYLAND 21201

(METRO WEST CENTER)

Issue Date: June 6, 2008

SECTION I NOTICE TO OFFERORS

The SSA Headquarters Child Development Centers Board of Directors (the Board) is issuing this RFP to solicit offers to operate two child development centers (the Centers) which are currently being operated at the addresses mentioned above. All details and information necessary to submit a proposal are contained herein. **NOTE:** THIS RFP IS NOT A SOLICITATION UNDER FEDERAL ACQUISITION PROCEDURES. THE ISSUER OF THIS RFP, THE BOARD, IS A NON-PROFIT ORGANIZATION LOCATED AT THE SOCIAL SECURITY ADMINISTRATION BUT IS NOT A FEDERAL AGENCY.

Eligible Applicants

Any Offeror with at least three years experience in providing child development services as an owner and/or director may apply, provided such entity/individual is licensed or becomes licensed by the State of Maryland, prior to award of this contract. Minority Business Enterprises are encouraged to respond to this solicitation.

Negotiations may be held on any item in this RFP prior to award of contract; however, it is emphasized that all offers should be made initially on the most favorable terms that the Offeror can submit.

A. NOTIFICATION TO BOARD OF INTENT TO SUBMIT PROPOSAL

Notifications of intent to apply are due by 3:00 p.m. ET on Friday, June 13, 2008 and may be mailed to:

SSA HEADQUARTERS CHILD DEVELOPMENT CENTERS BOARD
1600A Annex Building
6401 Security Boulevard
Baltimore, MD 21235

Notification may also sent by email to rfp@ssakids.org or may be delivered by hand to the Reception Desk at the Altmeyer Building, Social Security Administration, 6401 Security Boulevard, MD 21235 where deliverers are responsible for calling Candace Lawrence at 410-965-3171, to arrange for pickup of the notification.

B. ON-SITE CHILD CARE CENTER PRE-SUBMISSION SITE VISITS AND OFFEROR PRESENTATIONS

All vendors that have submitted a notification of intent to submit a proposal by the notification deadline will be invited to both Centers for onsite visits on June 16 and June 17, 2008. Offerors should be available, if requested, to make a presentation to the Board on either July 14, 2008 or July 15, 2008.

C. DUE DATE FOR RECEIPT OF PROPOSAL

All proposals are due by 3:00 p.m. ET on Monday, June 30, 2008.
Late proposals will not be accepted.

D. LOCATION FOR SUBMISSION OF PROPOSAL

Proposals may be mailed to:

SSA HQ CHILD DEVELOPMENT CENTERS BOARD
1600A Annex Building
6401 Security Boulevard
Baltimore, MD 21235

Alternatively, proposals may be hand-delivered to the Reception Desk at the Altmeyer Building, Social Security Administration, 6401 Security Boulevard, MD 21235, where deliverers are responsible for calling Candace Lawrence at 410-965-3171, to arrange for pickup of the proposal.

E. NOTIFICATION OF CONTRACTOR SELECTION

The selected Offeror will be notified of selection on July 18, 2008. Non-selected Offerors will be notified after contract finalization with the successful Contractor.

F. QUESTIONS REGARDING RFP

Questions concerning this RFP may be directed to Candace Lawrence at rfp@ssakids.org or (410) 965-3171.

SECTION II BACKGROUND

These Centers have been established under the authorities of Title 40, U.S. Code Section 590, which authorizes federal agencies to finance the establishment of child care centers for their employees. Children of federal employees at both sites are given priority enrollment rights. The Centers are provided facilities, utilities, equipment, janitorial, and security services free from any charge. All other operational costs must be covered by the Contractor through tuition or other monies independently raised. SSA will not be responsible for administering the Centers, nor will it be liable for financing ongoing operating costs of the Centers.

The Centers will be operated under the governance the Board, which consists of SSA employees and non-SSA community members. The Board expects to award a contract for these services on July 18, 2008. Ms. Candace Lawrence, President of the Board, shall be the contact for the Contractor.

SECTION III DEFINITIONS

In this RFP, the following terms have the meanings indicated:

- A. "Code" refers to the Annotated Code of Maryland.
- B. "COMAR" refers to the Code of Maryland Regulations.
- C. "Offeror" refers to the respondent submitting the proposal in response to this RFP.
- D. "Contract" refers to the agreement entered into between the Board and the successful respondent as a result of this RFP.
- E. "Contract documents" refers to this RFP, all addenda to this RFP, the respondent's proposal and the written contract.
- F. "Contractor" refers to the respondent awarded the contract as a result of this RFP.

- G. “Board” refers to the Board of Directors which provides governance for the Woodlawn and Metro West Social Security Administration Child Development Centers.
- H. “SSA” refers to Social Security Administration.
- I. “Federal Employee” refers to Federal employees of the Social Security Administration at the two locations in Woodlawn and Metro West, the Centers for Medicare & Medicaid Services and such other Agencies which the Board deems eligible to enroll in the Child Development Centers.
- J. “Parents” refers to parents, grandparents, legal guardians, custodians and other persons contracting for the care of the children who use the Child Development Centers.
- K. “RFP” refers this Request for Proposal.
- L. “State” refers to the State of Maryland and includes its agencies, departments, units and its officials and employees when acting within the scope of their authority and in the course of their official duties.
- M. “NAEYC” refers to the National Association for the Education of Young Children.

SECTION IV CHILD CARE CENTER DESCRIPTIONS

The Centers are physically located at the Headquarters of the Social Security Administration in the Woodlawn complex and at the Metro West building. SSA has constructed, fully furnished, and equipped the Centers to meet all City, County, and State licensing requirements. All equipment and furniture (indoor and playground) are the property of the Government. The Contractor will be responsible for keeping the equipment in good operating order.

The Woodlawn Center has a maximum capacity of 250 children (4 months to Pre K). The rooms are currently divided into the following age groups:

- Two Infant Rooms – 24 children
- Three Young Toddler Rooms – 35 children
- Three Older Toddler Rooms – 42 children
- Seven Pre-School Rooms – 106 children
- Additionally, the Woodlawn Center has a large multi-purpose room, a full service kitchen, multiple outdoor playgrounds, three indoor playrooms, and administrative/office space.

The Metro West Center has a maximum capacity of 78 children (4 months to Pre K). The rooms are currently divided into the following age groups:

- Two Infant Rooms – 12 children
- One Young Toddler Room – 16 children
- Two Older Toddler Rooms – 25 children
- Three Pre-School Rooms – 25 children
- Additionally, the Metro West Center has a multi-purpose room, a full service kitchen, and a playground.

Additional information about the Centers can be found at The General Services Administration website at

http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA_BASIC&contentId=19629.

SECTION V BOARD OVERVIEW

A. Mission

In our commitment to the whole child, we will work to make the SSA Headquarters child development programs the preferred choice of SSA employees, and the surrounding community. Through partnership, accountability, and open communication, we will promote quality and affordable programs that care for, respect, and nurture children, families, and staff.

B. Vision

Our vision is to foster a diverse child development program that nurtures a lifelong love of learning, while serving as a model of excellence to the community. This vision is founded on the principles of affordability, excitement, and innovation, and is supported by the commitment and contributions of children, families, staff, and partners.

C. Values

We value:

- Accountability
- Commitment to the program
- Community involvement
- Creativity, innovation and playfulness
- Customer satisfaction

- Development and enrichment
- Developmentally appropriate programming
- Fair treatment of all individuals
- Integrity in all actions
- Professionalism
- Respect for all points of view
- A safe and nurturing environment
- Teamwork
- Trust
- Two-way communication

SECTION VI BOARD RESPONSIBILITIES

The Board will oversee the operation of the Centers. It will approve all tuition rate increases and changes to the scope of work, and its approval is required in selecting the Contractor's Executive Director for the Centers. The Executive Director is the person responsible for the operation of the Centers. The Board will review the qualifications and experience of the proposed candidate.

The Contractor agrees that, whenever the Executive Director is unavailable for performance under this contract, the Contractor will replace him/her with an individual of substantially equal abilities and qualifications using the procedure described above.

If the Board finds just cause for replacement of the Executive Director, the Board shall notify the Contractor in writing. The Contractor agrees to replace the Executive Director within thirty (30) days of receipt of such notification, with the prior approval of the Board.

Once a year, parent and staff satisfaction surveys may be conducted by the Board or by the Board's designated representative. The results of which will be submitted to the Contractor for review.

SECTION VII BOARD/CONTRACTOR RELATIONSHIP

The Board is not to be considered a Federal Agency, Department, Bureau, or Office. The Board intends to award a contract as a result of this RFP. The successful Contractor will be completely responsible for all aspects of the management and operation of the Centers.

The Parties understand and agree that the services to be provided under the resultant contract by the Contractor to the Board are non-personal services. The Parties recognize that no employer-employee relationship exists or will exist under the eventual contract. The Contractor's employees, while engaged in the performance of duties, shall not be subject to the supervision of a Federal Officer or employee.

The Contractor agrees to indemnify the Board from any and all damages which may arise as a result of the Contractor's performance or failure to perform duties in conjunction with the operations of the Centers.

SECTION VIII CONTRACTOR RESPONSIBILITIES

A. General

The Contractor will manage both Centers as one program. The Contractor shall perform all tasks necessary for the operation of a high quality, developmentally appropriate child care program. The proposed program must meet or surpass all State of Maryland requirements and be consistent with the NAEYC guidelines. The Contractor must have and maintain appropriate City and County licenses and associated insurance. Additionally, the Contractor will begin the NAEYC accreditation process within one year of beginning operation of the Centers and achieve accreditation within 2 years of beginning that accreditation process.

The Contractor shall prepare and implement a plan for staffing and operating both Centers.

The Contractor shall not use the physical facilities for purposes which are not necessary to the operation of the Centers.

B. Specifications/Scope of Work: The Contractor will:

1. Develop a child development program including a developmentally appropriate curriculum which provides for all areas of a child's development: through an integrated approach, including: gross and fine motor, social-emotional, communication, and problem solving. The curriculum will include experiences with music, movement, art, literature, language, mathematics, and science that will encourage the acquisition of concepts and skills through experimentation and discovery. Teachers will strive to create a nurturing environment in which children can feel secure and free to explore, discover new things, and develop independence and a positive self-concept.
2. Provide a detailed plan for staffing the Centers that meets or exceeds the State requirements. Note: All staff and others who will work in the Centers will be required to undergo both a criminal background check to satisfy the State of

Maryland requirement and a suitability background check to obtain clearance to work on Federal premises. Therefore, these individuals will be required to be finger printed by SSA Suitability Staff as part of this investigation.

At a minimum, the Executive Director's qualifications should include:

- a. a Masters degree from an accredited university preferably in Early Childhood Education;
- b. at least five (5) years of experience under supervision working with a group of children in a licensed early childhood program; and
- c. a demonstrated ability to work with parents and other adults in the community.

At a minimum, the Center Directors qualifications should include:

- a. a Bachelors degree in Early Childhood Education from an accredited university, a Masters degree Early Childhood Education preferred;
- b. at least five (5) years of experience under supervision working with a group of children in a licensed early childhood program; and
- c. a demonstrated ability to work with parents and other adults in the community.

3. Administer the Centers including, but not limited to, the following:

- a. Develop standard operating policies and procedures for operation of the Centers.
- b. Provide an accounting system with general ledger and accounts receivable (including preparation of bills for collection of tuition and fees). Consider all possibilities to collect tuition through payroll deductions and/or bank transfers.

4. Develop plans for accepting children:

- a. During normal program hours five days a week.
- b. On a part-time and drop in basis. The part-time/drop-in program shall run year round on a day-to-day basis as permitted by total enrollment.
- c. For a summer program, if enrollment for the program merits operation, to accommodate older children.

5. Provide a high quality and nutritious food service that includes at least one hot meal, breakfast, mid morning snack, lunch, and an afternoon snack. These meals shall be in accordance with the State regulations and meet the nutritional needs of the children as established by the U.S. Department of Agriculture.

6. Publicize and market, internally and externally, the Centers as appropriate and in coordination with the Board.

7. Submit a plan for utilization of local resources, e.g., universities, hospitals, etc., to assist with the daily child care operation on a voluntary basis.

8. Promote and maintain communication between parents/guardians and center management and staff on all relevant topics including providing parents with information on scholarships and other tuition assistance programs.

C. Equipment/Supplies

The Contractor must provide all replacement supplies and consumables, as needed. The Center's operating budget should include sufficient latitude to cover these costs.

The Contractor will be responsible for the phone charges for long distance calls from both Centers.

D. Hours of Operation

The Centers are to be open year round from Monday through Friday except on the following ten (10) Federal holidays or when SSA is closed due to inclement weather:

- | | |
|--------------------------------|---------------------|
| 1. New Year's Day | 6. Labor Day |
| 2. Martin Luther King, Jr. Day | 7. Columbus Day |
| 3. Presidents Day | 8. Veteran's Day |
| 4. Memorial Day | 9. Thanksgiving Day |
| 5. Independence Day | 10. Christmas Day |

The Centers may be closed for child care but open for staff for administrative/staff development activities for a maximum of 10 days/year. The Centers must operate between 6:15 a.m. and 6:15 p.m. but may be further adjusted as necessary to accommodate the requirements of the parents. Any requests for modifying the hours of service shall be approved by the Board prior to commencing the change.

E. Reporting Requirements

The Contractor must submit to the Board quarterly the current profit and loss statements and operating budget for review.

Once a year, a program evaluation based on NAEYC guidelines for a center self evaluation must be submitted to the Board for review.

Enrollment reports are to be submitted to the Board on a monthly basis. These reports will include such demographic information as determined by the Board.

Maintain ongoing communication on Center-specific information with the Board including but not limited to attendance at Board meetings.

Evidence of insurance coverage must be submitted to the Board annually or prior to expiration of existing coverage.

F. Financial

Prepare and follow an operating budget for the Centers which must be updated and submitted to the Board for review/approval annually.

SECTION IX FINANCIAL INFORMATION

Offerors should model their cost proposal on the following classroom configuration and enrollment projections.

Woodlawn Center Capacity & Classroom Configuration				
Age	Capacity	Staff-Child Ratios	Group Sizes	
Infants	24	1:3	12	
Young Toddlers (mobile infants 18 months to 2 year olds)	35	1:3	12	
Toddlers (Two's)	42	1:6	12-16	
Preschoolers	106	1:10	15-20	
School-Age (drop in and summer camp)	TBD on multipurpose room availability	1:15	30-45	
Total	250			

Metro West Center Capacity & Classroom Configuration				
Age	Capacity	Staff-Child Ratios	Group Sizes	
Infants	12	1:3	12	
Young Toddlers (infants)	16	1:3	12	
Toddlers (Two's)	25	1:6	12-16	
Preschoolers	25	1:10	15-20	
School-Age	TBD on multipurpose room availability	1:15	30	
Total	78			

Offerors should model their cost proposal on the following table format to propose parent fees by age group.

Proposed Monday-Friday Tuition Rates				
Age Group	Federal Employee		[Community]	
	Weekly	Monthly	Weekly	Monthly
Infants	\$ -	\$ -	\$ -	\$ -
Toddlers	-	-	-	-
Twos	-	-	-	-
Preschool	-	-	-	-
[Pre-K or Kindergarten]	-	-	-	-
School-Age	-	-	-	-

Offerors should model their cost proposal on the following salary and fringe benefits table formats to propose the key administrative positions based on full-time equivalents (FTEs).

Key Administrative Staff				
Name and Position Title (indicate any vacancies)	Annual Salary	# of Months	% of Time	Total Amount
Executive Director				
Director(s)				

Education Coordinator				
Administrative Assistant				
Finance Manager				
Cook				
			Total Cost	

Fringe Benefits		
Position Title	Rate	Total of Rate
Director(s)		
Education Coordinator		
Administrative Assistant		
Cook		
	Total Cost	

Offeror's should model their cost proposal on the following salary and fringe benefits table formats to propose the number of teachers based on full-time equivalents (FTEs) for each age group.

Teachers by Age Group					
Age Group	(insert %) Occupancy	Annual Salary	# of Months	% of time	Total Amount
Infants					
Lead Teacher					
Teacher					
Assistant Teacher					
Toddlers					
Lead Teacher					
Teacher					
Assistant Teacher					
Twos					
Lead Teacher					
Teacher					
Assistant Teacher					
Preschool					
Lead Teacher					
Teacher					
Assistant Teacher					

Pre-K OR Kindergarten					
Lead Teacher					
Teacher					
Assistant Teacher					
School-Age					
Lead Teacher					
Teacher					
Assistant Teacher					
Floater (Assistant Teachers)					
Total					

Fringe Benefits		
Position Title	Rate	Total of Rate
Lead Teacher		
Teacher		
Assistant Teacher/Floater		
	Total Cost	

Annual Budget Format

Offerors should use the following annual budget format to identify cost and projected income. The totals arrived at from the tables above will need to be incorporated.

1. Identify the cost per week for each category of user by filling in the table titled "Proposed Monday-Friday Tuition Rates." Identify any additional costs to users besides tuition. Specify the services which are included in the tuition (e.g. food, special classes). Specify the number of hours of care per day the tuition fee reflects. Indicate, if appropriate, what charges will be for additional hours. The tuition is to be all inclusive with the exception of diapers and baby food.
2. Identify salary costs and benefits.
3. Include administrative costs, insurance, food costs, marketing expenses, and any other expenses predicted for the operation of the center.
4. Include administrative and insurance costs for board.
5. Besides tuition income, identify any other sources of income predicted as revenue (food subsidies, etc.) Do not include fundraising revenue that will be collected by the Board for a variety of activities, including tuition assistance, trainings, staff appreciation, activities for children, and Board administrative expenses.

Annual Budget Format	
Annual Budget	Monday – Friday; 12 hours per day; 52 weeks in a year

<i>Income</i>	
Total tuition income (based on ___% of enrollment) ___ infants, ___ toddlers ___ 2's ___ pre-k	
Voucher funds	
Miscellaneous income (list source(s))	
Total Income	
<i>Expenses</i>	
Key administrative positions (e.g. executive director, center director, assistant director, education coordinator, administrative assistant, finance manager, cook.)	1) Identify total for annual salary, number of months, and % of time. 2) Identify total amount for fringe benefits (health insurance, retirement benefits, life insurance, paid vacation, sick leave). 3) Identify the total for salaries and wages, fringe benefits, and grand total.
Staff salaries (e.g. full-time teachers, full-time assistants, part-time staff, and floaters).	1) Include the # for each age category. 2) Identify total for annual salary, number of months, and % of time. 3) Identify total amount for fringe benefits (health insurance, retirement benefits, life insurance, paid vacation, sick leave). 4) Identify the total for salaries and wages, fringe benefits, and grand total.
Payroll taxes and unemployment insurance	
Provider administrative fees	
Board administrative fees	
State license expenses	
Food	
Classroom supplies and equipment	
Other supplies (kitchen and office)	
Center liability insurance	
Professional publications and memberships	
Staff training (in-service, conference fees)	
Travel (staff training)	Identify the number of trips, length of travel, the number of staff traveling.
Board liability insurance, professional journals, association memberships, association trip, and administrative expenses.	Approximately \$6,000 annually
Miscellaneous (postage, printing, advertising, special programs, transportation)	
Total Expenses	

SECTION X PERIOD OF PERFORMANCE

The period of performance shall be for a base period of one (1) year from the date of contract award with an option to renew for two (2) additional years, providing the Contractor is performing the requirements of the contract to the satisfaction of the Board. The Board reserves the right to extend the contract further for additional option years at its discretion based on vendor performance, including, but not limited to, cooperation with the Board and satisfactory parent and staff satisfaction survey results.

SECTION XI SPECIAL CONTRACT REQUIREMENTS

- A. The successful Contractor agrees to enter into a written contract with the Board within fifteen (15) working days of acceptance of offer. The contract will incorporate the terms set forth in this RFP and in the accepted proposal representing the Contractor's best and final offer.
- B. The successful Contractor must affirmatively state that it is an Equal Opportunity Employer.
- C. No oral agreement of any person shall modify or otherwise affect the Scope of Work or other terms and conditions of the contract. All modifications shall be in writing, and approved by the Board.
- D. Notice to the Board of delays:
 - 1. If the Contractor encounters difficulty in meeting performance requirements, or has knowledge that any actual or potential situation or circumstance is delaying or threatens to delay the timely performance of the contract, the Contractor shall notify the Board within two (2) working days in writing. The notice shall give pertinent details, and shall be informational only in character and shall not be construed as a waiver by the Board of all schedules, data, or of rights or remedies provided by law or under contract. Failure to give timely notice may preclude later consideration of any request for an extension of the contract period.
 - 2. This notice shall state the circumstances and estimated extent of delay.

3. Each such notice submitted to the Board shall be evaluated on its own merit and the Contractor shall be notified in writing by the Board of the Board's decision.
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- E. The Contractor must have a record of compliance with the laws of the State of Maryland governing group day care centers, and/or the regulations and rules of any jurisdiction regulating the child care services by the respondent. Before final selection, the successful Offeror must be willing to provide proof of compliance. No respondent with a history of serious or repeated health and safety violations will be considered.
 - F. The Contractor shall assure that no staff member (including the Executive Director) of the Centers uses unprescribed, controlled or dangerous substances. The Contractor shall also assure that no staff member (including the Executive Director) uses any substance (including alcohol), in a manner that could pose any risk to the safety or welfare of children using the facility.
 - G. The Contractor shall maintain during the entire term of its contract, and all renewals of the contract, at its expense, Comprehensive General Liability for Bodily Injury and Property Damage coverage, including: Personal Injury (or Broad Form CGL), Contractual Liability, Independent Contractors, and Products and Completed Operations. Medical Payments should also be included for a minimum payment per person of \$1,000.00. In addition, a Professional Liability Policy must be maintained. The policy or policies must have minimum liability limits of \$1,000,000.00 for each occurrence. All such policies shall require thirty (30) days prior written notice to the Board before modification, cancellation or surrender.

The Contractor and its subcontractors (if used) shall maintain such insurance as will protect them from claims under applicable Worker's Compensation Acts by coverage with insurance companies for damages which may arise from operations under its contract, whether such operations be by themselves or anyone directly or indirectly employed by either of them.

Certificates of the Contractor's insurance containing evidence of the required insurance shall be filed with the Board and shall be subject to its approval for adequacy of protection. No contract between the Board and the Contractor shall take effect until evidence of appropriate certificates of insurance have been presented and approved by the Board. The Board reserves the right to review actual insurance policies in lieu of or in addition to certificates of insurance. Additionally, the proposal should include the name(s) and address(es) of the respondent's insurance carrier and/or broker for the last three years.

SECTION XII TERMINATION OF CONTRACT

- A. Either party may terminate the contract, with or without cause, on the anniversary date of the original award each calendar year by giving at least ninety (90) days prior notice to the other party. In addition, this agreement shall automatically terminate upon the termination of the Memorandum of Understanding between the Board and SSA.
- B. If either party shall violate any of the conditions of this agreement such violation shall entitle the other party to terminate this agreement, provided that the party desiring to terminate for such cause shall give the offending party at least ninety (90) days written notice, specifying the particulars wherein it is claimed that there has been a violation, and if at the end of fifteen (15) days the party noticed has not removed the cause of the complaint, or remedied the purported violation, then the termination of this agreement shall be deemed complete upon the end of the ninety (90) day period.

SECTION XIII PROPOSAL FORMAT

All responses to this RFP must be received by 3:00 p.m. ET, June 23, 2008. Proposals delivered after the deadline will not be accepted. To be considered, respondents must submit an original proposal and four (4) separate copies, which may include one electronic copy (CD is acceptable). A completed cover sheet (located at the end of this RFP) must also be attached to each proposal. The original proposal must have original signatures and the remaining four (4) copies may be clean reproductions of the original. The proposals must be signed by the appropriate official who is authorized to submit the proposal.

All Offerors shall submit their proposals in two separate sections: Section A must be the Operational Proposal and Section B must be the Cost Proposal.

The amount of detail presented in addition to that required below and in response to the Scope of Work, in Section VIII.B., is left to the discretion of the Offeror. *Each Offeror is encouraged to submit a proposal that reflects its philosophy and best practices for a high quality program within this space and the requirements outlined in this RFP.* The information must be sufficient for the Board to make comprehensive evaluations of the Offeror's proposed performance. The proposal should demonstrate in a clear, concise, and logical manner that the Offeror understands the requirements of this solicitation and that the Offeror possesses the ability to meet those requirements.

A. Operational Proposal

No cost or pricing information shall be included in the Operational Proposal. Each Offeror shall furnish written data of its technical capabilities as it relates to the factors listed below. This data shall be in sufficient detail to allow the Board to accurately evaluate all proposals.

1. Program Design

Statement of philosophy and an explanation of the proposed age appropriate child development program/curriculum. This shall include the following:

a. Provide a descriptive plan for child care for each relevant age group, including child-to-staff ratios.

b. Provide curriculum and program methods, including a plan for maintaining appropriate child-to-staff ratios and group sizes (at a minimum, as required by state law), for each age group below:

- i. Infants below 2
- ii. 2 year olds
- iii. 3 year olds
- iv. 4 and 5 years olds (5 year old until eligible for kindergarten)

c. Describe child guidance policies which will be used for establishing and maintaining classroom discipline and a description of how such policies are to be implemented.

d. Describe policies which will be used for the prevention of child abuse/neglect and reporting plans. Include plans for staff training in child abuse/neglect prevention and response.

e. Describe policies for handling mildly sick children.

f. Describe plans for transitioning children from one classroom to another.

2. Center Management

Describe your organization's proposed systems of center oversight and program management. Submit:

a. Evidence of use of management technology/software appropriate for program operations (e.g., Childcare Manager Software, iCare Child Care Manager Software, EZ-CARE Software).

b. Sample menus for snacks and meals for a one month period.

c. Samples of proposed contracts with Federal parents as well as a copy of a contract currently in use at the Offeror's other facilities.

d. Evidence of knowledge and experience of operating a Child Care Center within the current General Services Administration (GSA) structure and complying with GSA standards.

- e. Marketing plan to aggressively campaign to fill vacancies in the Centers, including sample marketing materials.
- f. Sample enrollment report
- g. Plan for obtaining and maintaining low turn-over rate for children and staff. Must include current turnover rate.
- h. Proposed statement of admission policies and procedures regarding the acceptance of clients, plan for giving Federal employees priority, and a copy of the proposed admission agreement.

3. Center Staff

- a. Describe your transition plan for assuming management of the Centers. Include a preliminary timeline for the transition and your approach to transitioning and retaining the center's existing staff. Include plans for screening and hiring the current staff and staff members on leave at contract transition. How will you ensure Offeror's professional standards for staff are met? Provide a timeline of how this will be accomplished.
- b. Provide an organizational chart for the Centers. Provide the names, titles, and experience, of the proposed management team that will provide oversight for the Centers. Include management's hours on-site in each center. Submit staffing specifications including staff titles, and qualifications, and a plan for obtaining and using substitutes and volunteers. Include assurance that teachers/staff meet current credentialing NAEYC standards
- c. Provide plans for staff professional development including training and continuing education.
- d. Describe plans for recruitment, screening, and retention of staff.
- e. Submit sample staff handbook, including Codes of Conduct
- f. Submit documentation regarding staff compensation/benefit packages.

4. Parent communication and involvement

- a. Describe the means by which you promote and maintain communication between parents/guardians and center management and staff on all relevant topic. Submit sample communication tools and sample of a parent handbook.

b. Provide a plan for involving parents with their children's activities while at the Centers, for example during lunch breaks.

c. Describe policies related to payment, registration, refunds and tuition assistance.

5. Experience

In order to assure the Board that the Offeror has the ability to perform, control and be responsive to its needs in the fulfillment of tasks, the Offeror shall describe experience (or subcontractor's, if used) in the day-to-day administration and management of successful child care facilities. Include a listing of centers under your management, any experience working with Federal, State or city employer-sponsored child care centers and transitioning centers to your management.

6. References

The Offeror shall provide the names, titles, addresses and phone numbers of five (5) references who have first-hand knowledge of the Offeror's past performance in similar centers. The references should provide documentation of the Offeror's ability to successfully perform the requirements of this RFP. Include as possible references from a client in a similar industry, a client for whom your organization manages a comparably-sized program and a client for which your company has successfully completed a transition of management.

B. Cost Proposal

The Offeror will provide evidence of financial stability, develop a three-year operating budget, and a detailed budget narrative.

The Centers must be self-sustaining. This means that funds required to run the Centers will be derived from fees charged to users of the Centers.

The Contractor will receive, free of charge, the facilities, utilities, equipment, janitorial, and security services. It is expected that these savings will be passed on to the users of the Centers. SSA will not be expected to provide financing to support the day-to-day operational costs of the Centers. Cost proposals should be based on tuition, which can vary with the age of the children served. For the purpose of evaluating cost proposals, Offerors should assume an enrollment level of 65% capacity at Woodlawn (enrollment figures as of April 2007) and 94% capacity at Metro West (enrollment figures as of April 2007) when the contract is awarded. The Offerors must provide their targeted capacity

and their plan for achieving it. The cost proposal should reflect the projected annual cost of operations/staffing for the contract's base and option years.

The cost proposal must address the requirements covered in the Financial Information section (under Contractor's responsibilities).

C. Evaluation of Operational Proposals:

1. Offerors who submit complete and accurate technical and cost proposals by the deadline will be deemed acceptable and will have their proposals evaluated by the Board.
2. All costs incurred in the preparation of a proposal in response to this RFP will be the sole responsibility of the Offeror.
3. The RFP does not commit the Board to award a contract nor is this RFP a contract.
4. The Board reserves the right to accept or reject any or all proposals received in response to this RFP, to negotiate with all qualified respondents, or to cancel, reject, alter, modify or amend in part, or in its entirety this RFP, if to do so is in the best interest of the Board and/or the Centers that it governs.
5. SSA and the Board will not, at any time, assume liability for claims or damages related to the implementation or the operation of the plans proposed in response to this RFP.
6. Proposals will be evaluated based on the extent to which they address all of the requirements of this RFP, including, but not limited to, those covered under Section VII, Board/Contractor Relationship; Section VIII, Contractor Responsibilities; Section IX, Financial Information; Section XI, Special Contract Requirements; and Section XIII, Proposal Format. Organization, clarity, and completeness of proposals will be taken into account. Proposals failing to address a substantial portion of the requirements of this RFP or so poorly organized or formatted as to be difficult to ascertain completeness may be deemed "unacceptable" and not evaluated by the Board.
7. The Board reserves the right to reject any or all proposals submitted at its sole discretion, to consider alternatives, and to waive any informalities and irregularities in the proposal process. The Board shall have the right to conduct

such investigation with respect to any proposal (to include questions and clarifications) or Offeror as the Board determines, in its judgment, to be necessary for the proper evaluation of any proposal and the determination of the qualifications of any Offeror. It is the intent of the Board to review the proposals, negotiate with the number one ranked Offeror and enter into a written contract for the required services and work. Should those negotiations fail, negotiations would begin with the second ranked Offeror and so on. The Board makes no guarantees to any Offeror until such time as the Board approves the negotiated contract for services with the successful Offeror, who then becomes the selected Contractor upon acceptance of a finalized contract.

8. The Board reserves the right to cancel and reissue this solicitation.

RFP COVER SHEET

PLEASE NOTE:

Complete each section of the cover sheet by filling in the blanks provided. Please print or type the required information.

For No. 3, be sure to include the corporate resolution or other valid instrument that certifies the authority of the undersigned to represent the respondent agency.

This sheet must be executed by an officer, if a corporation, or by general partner, if a partnership.

1. Respondent:

a. Partnership or Corporate Name: _____

b. Legal Address: _____

c. Mailing Address: _____

d. Contact Person: _____

Title: _____

Telephone Number: _____

Email Address: _____

2. Respondent Status:

Partnership _____ Corporation _____ Not for Profit _____

Public Agency _____ Other _____ (If other, explain _____)

State of Organization _____ (If not Maryland, indicate whether registered to do business in Maryland. _____)

3. Assurance and Certification: I, (We) the undersigned, as the duly authorized representative(s) of the respondent, affirm that I have read and understand all provisions of the proposal and agree to comply with the assurances, and information herein. Further, I, (We) the undersigned, as the duly authorized representative(s) of the respondent, affirm that the information and statements contained in this proposal are, to the best of our knowledge, truthful and accurate, and I (We) am (are) duly authorized to submit this proposal from the respondent to deliver child day care services. The corporate resolution, or other valid instrument that certifies the authority expressed, is attached.

SIGNATURE

DATE

SIGNATURE

DATE