

**REQUEST FOR PROPOSALS  
AND STATEMENT OF QUALIFICATIONS  
FOR CHILD CARE CENTER OPERATOR SERVICES  
FOR THE WEST VIRGINIA PUBLIC EMPLOYEES DAYCARE**

**AUGUST 19, 2016**

**OVERVIEW**

Through this Request for Proposals (RFP), the West Virginia Department of Administration (“Administration”) is seeking a professional Childcare Center Operation and Management provider to operate the West Virginia Public Employees Daycare (“PEDC”). There is currently a daycare program in Building 16 on the Capitol Complex, which is located at 302 Jefferson Street, Charleston, WV 25311. Administration seeks proposals from qualified organizations or individuals (“providers” or “operators”) that currently provide licensed childcare services at private or public childcare facilities, or can demonstrate that they are capable of doing so. Administration will also consider proposals from individuals or organizations that are capable of receiving a license to provide childcare services before October 3, 2016, or as early as possible before December 2, 2016, only if early October certification is not possible.

The successful provider must be capable of operating a daycare center accepting children between the ages of 6 weeks and 5 years.

Administration will provide the PEDC facility on the basis of a five-year lease, with an option for a second five-year term. Administration will provide Building 16 to the successful provider in exchange for \$1.00 (One Dollar). Administration will provide certain maintenance services, and utility payments for the facility.

The selected provider will be expected to continue the current program. Once leadership of the program shifts from the current provider, the selected provider will be expected to organize a program that is highly attractive to parents, provide enthusiastic day-to-day leadership, secure skilled staffing, and effectively direct all services associated with an exceptional high quality program of early care and education.

Proposals should demonstrate the provider’s ability to effectively operate and manage the PEDC with a competitive market-rate tuition structure. The selected operator will be responsible for the fiscal soundness and success of the PEDC through the collection of all PEDC tuition fees and development of a tuition assistance plan. The selected operator will fully accept any and all risk of any operating losses associated with the operation of the PEDC.

## **BACKGROUND**

The PEDC has been in operation since 1992, and has been managed by Kanawha County Schools since its inception. Kanawha County Schools recently provided notice that they will cease their management of the daycare, effective December 2, 2016. The current program is licensed for up to 92 children, but that licensing capacity can be increased by the successful operator. In the past, the PEDC has been licensed for up to 130 students.

## **PROJECT**

The purpose of this project is to provide for the operation of a daycare for the children of public employees of the State of West Virginia. Most public employee parents work at the West Virginia Capitol Complex, or in surrounding areas of Kanawha County. Priority for admission to the program is to be given to the children of public employees. The successful operator may also accept children of non-public employees at the operator's discretion and upon availability.

The successful operator must be able to take over operation of the daycare no later than December 2, 2016, and will be strongly encouraged to take the program over earlier, if possible. The current operator has advised that when they end their operations, they will leave all equipment, with the exception of the current computer system in the building for the use of the next operator.

## **TIMING OF AWARD**

RFP Release:	August 19
Responses Due:	September 9
Interviews, facility tours:	September 9 – September 23
Evaluation period:	September 9 – September 30
Award of Contract:	September 30

Administration intends to strictly adhere to this schedule, but the above timing is subject to change if necessary.

## STATEMENT OF WORK

### Child Care Center Operator

#### **CENTER / ADMINISTRATION RELATIONSHIP**

Central to the contract to operate the PEDC is the relationship between the PEDC Operator and Administration.

**PEDC Purpose** – The purpose of the PEDC is to provide a high quality and safe daycare program available to public employees and the Kanawha County community.

**PEDC Operator Role** – The role of the Operator is to operate the program in a manner that meets or exceeds all local, state and federal standards.

**LEGACY EMPLOYMENT AND ENROLLMENT** – The potential operator is expected to make best efforts to continue the current program for a minimum of six months by maintaining current staff to the greatest extent possible, and will be expected to continue enrollment for currently enrolled children.

**CONTRACTUAL REQUIREMENTS** - Upon award of a contract, the successful provider will be responsible for planning, developing, managing and operating the PEDC in accordance with all applicable accreditation standards, while meeting or exceeding all federal, state and local licensing requirements. Services to be provided by the selected provider include, but are not limited to, staffing the PEDC with experienced, qualified personnel; operating and managing the PEDC; developing and providing quality child development and educational programs; developing and implementing a security and safety program; maintaining accreditation and licensing and documentation thereof; marketing and advertising the PEDC; collecting tuition and providing oral and written reports on PEDC operation, as requested by Administration and the PEDC Parents Group.

#### **GENERAL PEDC OPERATIONS**

**Goals and Objectives for Business Operation:** In collaboration with Administration, but primarily the PEDC Parents group and the staff, develop and implement annual goals and objectives for the PEDC business operations as necessary and appropriate for the successful operation of the PEDC.

**PEDC Business Policies and Procedures:** Establish business policies and procedures for PEDC operations. Maintain a current PEDC Business Policies and Procedure Manual and ensure its implementation.

**Financial Requirements:** Maintain auditable financial records in accordance with applicable financial accounting standards. File all government-required forms in a timely manner. Produce, maintain and provide such financial reports as are requested to ensure proper business operation of the PEDC.

**Other Reporting Requirements:** Within 24 hours of receipt, provide Administration with copies of reports and activity by State Licensing and all other regulatory agencies generating reports, including need for corrective action.

## **PROGRAM OPERATIONS**

**Goals and Objectives for the Program:** Develop and implement annual goals and objectives for the PEDC, including curricula, activities, programs and other activities as necessary and appropriate for the successful operation of the PEDC.

**Program Policies and Procedures:** Develop and implement policies, procedures and practices to foster a positive parent / teacher / administration relationship, including regular communication with parents regarding education, staffing and policy changes in addition to emergency and unexpected situations.

**Regulatory Compliance:** Maintain regulatory compliance with the State of West Virginia Department of Health and Human Services and other regulatory agencies. Maintain required program records and respond to requests from regulatory agents. Adhere to modifications in regulatory requirements.

**Other Quality Initiatives:** Maintain an awareness of other quality enhancement initiatives that may be available to the PEDC or with which it may be required to participate.

**Childcare Services:** Provide childcare services for children including, but not limited to, children between the ages of six weeks and five years, up to the maximum licensed capacity of the facility. Child age groups and teacher / student ratios shall be in compliance with city, state and federal laws and regulations.

**Procurement:** Procure all PEDC supplies, any additional equipment and furnishings, and agreements for services beyond that initially provided (excluding rent and utilities).

**Nutrition:** The operator will provide appropriate food services for children, including healthful snacks per state licensing requirements. The operator may provide a hot lunch or other meals as determined appropriate.

**Emergency Preparedness:** Develop and maintain written emergency and disaster plans and keep a current copy of written plans on file with Administration. These plans shall be reviewed and updated annually. Emergency Preparedness kits shall be maintained and be available in each classroom or conveniently located in the building.

**Required Permits:** Obtain all required permits, licenses and insurance, and keep these current, to comply with federal, state and local laws and regulations.

**Insurance:** The operator will be expected to maintain, at its sole cost and expense, a commercial general liability insurance policy with coverage limits of at least One Million Dollars (\$1,000,000.00) for liability resulting from injury or death, and from damage to property, occurring in or about the premises, building and common areas. The operator shall be the primary insured for any incident involving liability resulting from injury or death related to operating the PEDC.

**Program Hours:** The PEDC is planned to operate 11 hours a day, Monday through Friday from 7:00 am to 6:00 pm, with the exception of the following holidays and any other days that may be required based on contracted arrangements based on terms of financial subsidy.

New Year's Day  
Martin Luther King, Jr. Day  
President's Day  
Memorial Day  
West Virginia Day  
Independence Day  
Labor Day  
Thanksgiving Day  
Day after Thanksgiving  
Christmas Day

**PEDC Capacity and Enrollment:** The PEDC will serve children from six weeks through five years of age, and be licensed for up to 130 children.

**Enrollment Policy:** The PEDC will be open to all. In the event of a waiting list, priority will be given to the children of public employees. Administration is committed to the diversity that reflects the demographics of the community of Kanawha County and to providing enrollment for children with special needs. It is presumed that sibling enrollment is given preference. The guidelines are as follows:

The following system will normally apply in processing applications. Within this system, eligibility for enrollment will be based on a point system and the date of application.

1. Siblings of children currently enrolled
2. Employees of the State of West Virginia
3. City of Charleston Employees
4. Children of City of Charleston residents
5. Children with special needs
6. The general public

**Services, Schedules and Tuition Options:** It is intended that the PEDC serve the needs of all families in the Charleston and Kanawha County area. In addition to full-time schedules, some part-time schedules should be made available. Typical part-time schedules would be five half days, morning and afternoon, and Tuesday & Thursday and Monday, Wednesday & Friday full days. Providing a drop-off service should be considered by the potential provider.

**Fee Schedule:** The operator will be ultimately responsible for setting the tuition rates.

## **GENERAL PEDC OPERATIONS: FACILITY**

Administration will maintain Building 16, provide the facility free of rent, and pay utility charges associated with the building.

- **Furnishings & Equipment** – Administration will supply a fully furnished facility, which includes furnishings and equipment for child-related spaces (tables, desks and chairs); for core functions (laundry, warming kitchen, restrooms, administration, and staff areas).
- **Security System** – Key-card access security system including security cameras.
- **Facility Maintenance and Repair** – Facility maintenance and repairs to the building, grounds and security system
- **Utilities** – Utility services including telephone and Internet access.
- **Pest Control** – Indoors and outdoors

## **Facility Description**

The Facility is known as Building 16 is located at 302 Jefferson Street, Charleston, WV 25311, and is adjacent to the West Virginia Capitol Complex. The building has been in operation as a daycare center since 1992. Potential providers will be welcome to tour and inspect the facility. Administration will provide such documentation as may be requested by a potential provider.

## **RFP SUBMITTAL REQUIREMENTS**

### **Proposals**

Electronic submission of proposals is preferred, but paper copies will be accepted. Should the proposal be provided in a hard copy format, please provide five copies of your proposal.

Send e-mail submissions to:

Daycare@WV.Gov

Paper submissions and written inquiries may also be sent to:

West Virginia Department of Administration  
1900 Kanawha Boulevard, East, Room 119-E  
Charleston, WV 25305  
Attention: Daycare RFP

Telephone: (304) 558-4331

The proposals shall:

Contain concise written materials that enable reviewers to clearly understand the potential providers.

Specifically describe the proposed provider's role in the provision of childcare on the West Virginia Capitol Complex.

It should be recognized that the State will provide the benefit of a rent- and utility-free facility, and the provider should address the services and programs that it plans to provide based on this factor.

## **CANDIDATE EXPECTATIONS**

### **Minimum Qualifications**

Potential providers must clearly demonstrate and document in the proposal the minimum qualifications detailed below. Proposals must provide sufficient information to demonstrate that provider can meet or exceed the minimum qualifications, including the ability to successfully operate child care centers of equal size, scope and quality.

## **Candidate Selection**

Administration intends to select a provider that it considers will provide the best overall value and quality to the PEDC and the community.

Recognition by peers and clients for quality and integrity is an important evaluation factor in this procurement.

Potential providers must possess staff, and be capable of hiring staff experienced in the development, implementation and support of childcare services program and facility operation. The potential provider must also recognize the legacy expectations for current employees and children at the PEDC.

## **PROPOSAL CONTENT**

Each proposal shall be evaluated based on meeting the requirements defined in the Scope of Work and Evaluation Criteria. In order to facilitate the evaluation of proposals, proposers are required to:

Number the pages of the document, including attachments.

Arrange the narrative and documentation in the same order as the outline and questions in the RFP to address each of the evaluation criteria.

The proposal shall have the following components and shall be laid out in the format as shown:

### **PROPOSAL LETTER**

This letter must be completed and executed by an authorized representative of the Proposer.

### **EXECUTIVE SUMMARY** (maximum of 2 pages)

Respond to the RFP and Scope of Work, demonstrating how you meet or exceed the requests in this proposal.

## **PROPOSAL EVALUATION CRITERIA AND SCORING**

Proposers should submit sufficient written information to allow Administration to evaluate how their management structure and operations plan will achieve the goal of operating a high quality child care service at the PEDC. The following criteria reflect the requirements of the Scope of Work and other items outlined above. (Total Possible Points – 100).

### **Program Operations Maximum points 80**

Provide your vision for the PEDC.

Describe the program and curriculum you would implement at the PEDC. Describe how this will be introduced to children and families.

Describe your strategies for delivering high quality services and a plan of action that describes how the full scope of services (start-up into ongoing operation) will be accomplished.

Describe the organizational culture you strive to establish and maintain at the PEDC. Include practices employed to maintain positive relationships among children, parents, teachers, and administration.

Discuss how you plan to enable families to be as involved as possible in their children's care.

Describe the internal procedures you will use to communicate with families regarding staffing and policy changes in addition to out-of-the ordinary situations.

Describe how your program promotes adherence to diversity - ethnic, cultural, linguistic, disability and any other diversity factors.

Describe your experience and/or plans related to various child care schedules, including part day and part week.

Provide a description of the management structure that your organization proposes for overseeing the child care service at the PEDC.

Identify key personnel, including their resumes if available.

Describe any other management-related practice which affects childcare operations.

Describe various marketing techniques you will use to help assure maximum enrollment.

Describe how you plan to ensure licensure and certifications are maintained.

Submit copies of any current or proposed written policies and procedural handbooks, including sample parent handbooks and staff handbooks.

The PEDC is open to enrollment by the general public from the surrounding community. Identify proposed operational hours, holidays, sick child care, after-hours care, late pickup policy, etc.

**Program Cost Maximum points 20**

Describe how you would provide a quality program at local market rates with revenues generated by parent fees with the inclusion of Administration's subsidy of the PEDC.

How would you administer the proposed enrollment priorities?

Please provide your proposed fee structure/schedule you intend to charge for the various age levels and services identified above, and any other fees you anticipate will be necessary for the operation of your program,.

Submit your proposed salary ranges for each level of staff and compare each range to current market rates.

## **DESIRED CRITERIA (for informational purposes)**

The following criteria are desired, but not required. They provide the proposer with Administration's *preferences* supplementary to, but not a formal part of the *requirements* section directly above.

They are intended to provide the proposer with additional perspective on the needs and interests of the PEDC.

### **Supportive Parent Services and Resources**

There should be supportive communication between the teachers and parents. Additionally, the Provider should maintain an on-going system of communication with parents regarding changes in policies and procedures, changes in staffing, and progress of children toward developmentally appropriate goals.

Prospective and enrolled parents should be furnished with the following information:  
Enrollment acknowledgement and agreement forms  
Parent handbooks, which describe mutual roles and responsibilities and convey the

Provider's standard operation procedures in the following areas:

- o Mission statement
- o Program philosophy and guiding principles
- o Enrollment and disenrollment procedures
- o Hours and days of operations
- o Staffing patterns and practices
- o Tuition and fees
- o Payment procedures, policies and tax information
- o Channels of and procedures for communication
- o Toilet training
- o Discipline and guidance methods
- o Sick child policies
- o Health, safety, Licensing, and emergency procedures / evacuation procedures
- o Evaluation procedures
- o Security procedures
- o Parents Responsibility and Participation Misc. policies (Including but not limited to – snacks, birthday and holiday celebrations, clothing)

### **SPECIAL PROVISIONS AND RESERVATIONS**

All costs of proposal preparation shall be borne by the Proposer. Administration shall not, in any event, be liable or responsible for any pre-contractual expenses incurred by the Proposer in the preparation and / or submission of the proposal. The Proposer shall not include any such expenses as part of the budget in the proposal.

## **BASIS OF AWARD**

The technical proposals will be evaluated based on your substantive responses to the criteria above.

No proposal will automatically be eliminated based on failure to initially meet a mandatory requirement in the RFP.

Administration, at its own discretion, reserves the right to obtain additional information (but is not obligated to do so) orally or in writing, from the proposing firm, individual, or from any independent sources available to Administration regarding qualifications or other submitted information.

Administration reserves the right to reject any proposals containing false, misleading, inaccurate, or incomplete responses, regardless of whether such error or omission was intentional.

Based upon the results of the initial evaluation, Administration may invite Proposers for interviews to discuss their proposals, but is under no obligation to interview all Proposers that submit proposals.

Administration representatives may conduct site visits and interview references from current or past clients of the Proposer. The final award decision will incorporate the results of these interviews, if conducted, along with the results of the initial evaluation. However, Administration is under no obligation to enter into discussions or conduct negotiations with a Proposer, but can award a contract on the basis of the offer received. Proposers may be required to participate in negotiations and submit such additional technical, or other revisions to its proposal (or a Best and Final Offer) as may result from negotiations.

Any contract/lease resulting from this RFP will be awarded to that organization whose proposal meets the requirements of the RFP and is the highest evaluated proposal in terms of meeting the requirements defined in the evaluation criteria stated herein and provides an acceptable level of service to Administration. Administration reserves the right to reject any or all proposals.

Upon proposal opening, all documents submitted in response to this RFP will become the property of Administration and will be regarded as public records under the West Virginia Freedom of Information Act, and subject to review by the public. Administration cannot prevent the disclosure of public documents. However, the contents of all proposals, draft proposals, correspondence, agenda, memoranda, working papers, or any other medium that discloses any aspect of a proposer's proposal shall be confidential to the extent allowed by law until Administration determines the selected provider.