

# REQUEST FOR PROPOSALS

## Detroit Comprehensive Early Childhood Care and Education Center

### TABLE OF CONTENTS

## REQUEST FOR PROPOSALS (RFP)

<b>SECTION I. GENERAL INFORMATION</b>	2
A. Background	3
B. Program Goal and Purpose	4
C. Participants' Roles and Responsibilities	5
D. RFP Information Sessions and Concept Paper and Intent to Respond (CPIR)	7
E. Issuing Office	7
F. Proposal Response Procedures	8
G. Timetable	8
H. Proposal Review and Selection Process	8
I. Mandatory Criteria	9
J. Selection Criteria	10
K. Compliance with Laws	11
L. Competency of Provider	11
M. Interpretation of Documents	11
N. Confidential Matters	11
O. Familiarization with Conditions	11
P. Acceptance of Proposals	12
<b>SECTION II. OPERATING AND PROGRAM SCOPE OF SERVICES</b>	14
A. Provider Background/Operations	14
B. Proposed ECE Program	16
<b>FORM A</b>	20
<b>FORM B - PROPOSAL COVER SHEET</b>	21
<b>FORM C, D and E</b>	See separate excel file attachment

# REQUEST FOR PROPOSALS (RFP)

IFF

Detroit Comprehensive Early Childhood Care and Education Center

August 26, 2016

**RFP Information Sessions: September 13, 2016**

**Concept Paper and Intent to Respond Due: September 19, 2016**

**Full Proposal Due: October 7, 2016**

## **SECTION I. GENERAL INFORMATION**

The purpose of this Request for Proposals (RFP) is to select a child care provider, provider(s) and/or partner agencies ("Provider") to co-design, operate, and ultimately own a new comprehensive early childhood care and education family resource center ("Center") IFF is developing in Detroit. The Center will be located on the northwest side of Detroit on one of multiple sites currently being considered in the Livernois-McNichols area (See Attachment A–Site Map).

It is anticipated the Center will house a minimum of 10 early childhood education classrooms serving approximately 165 children and include a gross motor room, library/media room, before and after school programming, comprehensive family supports, and administrative space. Providers are invited to propose other uses or additional community-based programming that demonstrate comprehensive family supports and fulfill the vision for an exemplar center in Detroit. The size of the building is anticipated to be approximately 25,000 square feet depending on the final program design and the cost of the facility is expected to be between \$5 and \$6 million. The targeted date for opening the Center is the fall of 2018, with all project funding being in place and construction starting in mid-2017.

IFF will act as owner and developer through substantial completion of construction and certificate of occupancy at a minimum and is available to stay in an ownership position with a lease and/or right to purchase arrangement with the Provider depending on the final deal structuring, timeline, and needs of the Provider. The Kresge Foundation has committed to primary funding of the Center (subject to the terms of its agreement with IFF), but the Provider will be expected to secure additional funding as necessary. The Provider will also be expected to provide high quality, full-day, full-year comprehensive early childhood care and education (referred to as ECE throughout this document) to children from pre-birth to five years old and to offer both subsidized and private pay care with annual operating support from federal Early Head Start, Head Start, Child Care and Development funds, State of Michigan Great Start Readiness Program and/or all other eligible federal or state funding resources. The Provider (or a designated partner) will also be responsible for directly providing and/or proactively linking and facilitating comprehensive family supports, which may include health and dental care, transportation, and adult education services.

## A. Background

IFF is a nonprofit regional Community Development Financial Institution (CDFI) that provides flexible facilities and equipment financing and undertakes real estate development and research on behalf of the nonprofit sector. To date, IFF has provided in excess of \$620-million of financing through more than 1,330 loans in the Midwest supporting \$1.7-billion in project costs through its lending program. IFF leverages deep expertise in real estate development, facilities planning, finance, and sector specific knowledge to support transformational community development. IFF's nationwide research focuses on ECE and K to 12 systems needs assessments including two in the Detroit area. IFF's Real Estate Services group has undertaken more than 550 projects including scores of ECE related projects and led the construction and development of 24 family resource centers.

In 2015, IFF released *The System We Need: A Neighborhood Snapshot of Early Childhood Education in Detroit*<sup>1</sup>, a comprehensive early childhood care and education needs assessment for the City of Detroit. The report was complemented by *Building a Better System: The Need for Early Childhood Education in Macomb, Oakland, and Out Wayne Counties*<sup>2</sup> which provided an overview of need in the three-county area and updated the Detroit data.

The results of the ECE needs assessment(s) indicated that:

- Detroit has approximately 56,000 children from birth to five years old, 45,753 of whom need ECE. Of these children, 18,203 have access to a slot in a licensed or registered ECE facility.
- Detroit needs approximately 28,000 additional slots in licensed care and registered homes to serve all of its children, birth to five years old, who need access to ECE in a licensed or registered setting.
- 45 percent of the licensed or registered provider slots needed are concentrated in 10 communities (the highest-need communities). The highest-need communities exhibit need across all program types including the Michigan Child Care Development Block Grant state subsidy, Early Head Start, Head Start, and the Great Start Readiness Program.
- Most providers—56 percent—do not offer full-day ECE.
- About 48 percent of licensed and registered ECE providers in Detroit are participating in Michigan's Quality Rating and Improvement System (QRIS), the Great Start to Quality Rating System (GSQRS).

IFF made five recommendations in *The System We Need* to have the greatest impact on improving access to quality ECE:

1. Focus investments for expanded capacity in the highest-need communities;
2. Increase participation in the QRIS by helping providers with staff, management, engagement, and programs;

---

<sup>1</sup> [http://iff.org/resources/content/3/1/documents/IFF\\_Detroit\\_report\\_final.pdf](http://iff.org/resources/content/3/1/documents/IFF_Detroit_report_final.pdf)

<sup>2</sup> [http://iff.org/resources/content/3/1/documents/IFF\\_Tri-county\\_report\\_final.pdf](http://iff.org/resources/content/3/1/documents/IFF_Tri-county_report_final.pdf)

3. Promote blended funding for programs to achieve higher quality;
4. Create a facilities renovation program to increase quality in the near term;
5. Create three new high-quality, blended funding family resource centers in Detroit's highest-need communities.

In response to these findings, particularly the final recommendation, the Kresge Foundation made increasing the area's supply of high quality ECE a priority and announced its own comprehensive plan for ECE systems change. Since then, IFF and the Kresge Foundation have been working collaboratively to identify an appropriate site and establish funding for a new facility. The geographic evaluation has been driven by the intersection of the highest-need communities, opportunities to achieve a robust and diverse program mix, and the connection to major community development initiatives and momentum in Detroit neighborhoods. The Kresge Foundation has convened a Center Advisory Partners (CAP) group to guide the development of the center and establish a vision for what high quality comprehensive early childhood care and education will look like in Detroit. The CAP is comprised of key leaders in government, philanthropy, ECE delivery, ECE evaluation, urban and architectural design, advocacy, and community development.

## **B. Program Goal and Purpose**

The goal of this RFP is to select a Provider to create an exemplar center in Detroit which will increase high quality, licensed, full-day, full-year ECE for children (from pre-birth to five years old) and provide comprehensive supports to families and function as a hub for the existing ECE provider base. The project's vision is to create a comprehensive early learning center on the northwest side of Detroit that will both prepare children for success in Kindergarten and beyond by providing a full range of early education programming and to help working families remain self-sufficient. More specifically, the vision of IFF, the Kresge Foundation, and CAP are for the centers to reflect the following:

- Multi-disciplinary hubs to meet the needs of the child and family
- High quality, full-day, full-year comprehensive programs
- Blended funding allowing for income diversity and greater financial viability<sup>3</sup>
- Focus ranging from maternal health through after-school programs
- Strong alignment with the K-12 system with a focus on kindergarten readiness and alignment with after-school programming
- Serve as hubs to support/engage with other community providers (center and home-based)
- Connected to and celebrated by the community

---

3

[http://www.chapinhall.org/sites/default/files/documents/Spark\\_NYBlendBraidGuide%20FINAL%2010%2025%2013.pdf](http://www.chapinhall.org/sites/default/files/documents/Spark_NYBlendBraidGuide%20FINAL%2010%2025%2013.pdf)

- Connected to research and innovation directly and through partnerships
- Intended to raise the bar on facility condition, comprehensive nature of programs and demonstrate financial viability/feasibility

Selection of a Provider under this RFP is dependent on the Provider’s experience in all aspects of ECE, track record of high quality program delivery, its financial stability, proven fundraising capacity, and demonstrated ability to meet and/or exceed the programmatic vision as outlined above.

The Provider must demonstrate an ability to successfully secure, negotiate, and manage operating contracts for Early Head Start/Head Start, subsidy funding through the Michigan Child Care Development Block Grant (CCDBG), Great Start to Readiness Program (GSRP) and/or any other funding streams necessary to operate the Center, and to partner with other ECE providers, complementary programs, and local schools to ensure continuity of care.

### **C. Participants’ Roles and Responsibilities**

1. Roles of IFF. This RFP is issued by IFF. IFF will conduct a preliminary review of all proposals including issues related to the financial and organizational capacity of the Provider to meet or exceed the vision, enter into the agreements and obligations required to complete the proposed project, and to successfully operate the building and program after the construction is complete. IFF will present the proposals that meet the RFP’s required criteria to the Selection Committee (see #3 below).

IFF will be the developer of the Center, owning the land and building through construction completion, at a minimum, and will provide project management services under the terms of its agreement with the Kresge Foundation. IFF reserves all rights under its agreement with the Kresge Foundation and its role as owner. Upon selection, which is anticipated to be in early December of 2016, IFF will enter into a Development Agreement with the Provider that will set forth the terms of the co-design and development process. A draft of the Development Agreement will be available in early November. IFF will assemble the project team, secure the services of an architect and general contractor, co-develop program parameters, co-design the building, and ensure that the building is constructed and licensable. The Provider will take the lead role in the child care licensing process and is, ultimately, solely responsible for licensing.

IFF may also provide a below market rate loan to the selected Provider to finance a portion of the Center’s development costs, although this funding is entirely subject to underwriting and is not guaranteed. This would be in addition to the required equity contribution(s).

The overall financing structure for the project has not been finalized but there is a commitment for the majority of the total development costs from the Kresge Foundation (subject to its agreement with IFF). IFF will work with the Provider and the Kresge Foundation to structure a financing package. IFF will also actively pursue, together with the Provider, additional equity commitments for the project.

2. Role of the Kresge Foundation: In addition to providing the primary funding for the development of the Center, the Kresge Foundation may work together with IFF and the Provider to support the co-design, co-creation, and project development. The Foundation may also provide input regarding the facility design and selection of the vendors, additional program partners, financing tools, location, and other material aspects related to the development to ensure the vision is achieved, although IFF will make the final selection of all vendors and other program partners.
3. Role of the Selection Committee: IFF has assembled a team of highly qualified professionals to serve on the Selection Committee. The Selection Committee is comprised of representatives from the Kresge Foundation, financial and ECE experts, and community representatives from the Detroit community. The Selection Committee will review all proposals that have met the mandatory selection criteria (as described in B. Program Goals and Purpose and Section I and as determined by IFF in the preliminary review process) and will score those proposals based on the financial viability of the project, the demonstrated track record of the Provider, the quality of the proposed program, and ability to deliver the vision.
4. Roles of Selected Provider: The selected Provider<sup>4</sup> will develop and bring to life the operating program, obtain applicable contracts/slots, participate in design development, secure equity of at least 10 percent of the Center's total development costs, secure debt (if and as required), operate and, eventually own, the Center after construction is complete. The total development budget will contain a baseline number for furniture, fixtures and equipment, but the Provider will also be responsible for providing additional classroom equipment, all classroom supplies, curriculum materials, IT infrastructure, kitchen supplies, fund ramp-up and operating costs, and any and all additional items necessary to provide the programming as outlined in the RFP and/or envisioned by the Provider.

The selected Provider will participate in considerable program and financial negotiations with government agencies, funders, and IFF before the project moves forward. This process will require the full involvement and support of the Provider's senior leadership and board and any and all approvals required by the Provider's policies and by-laws. The Provider will be required to meet the terms of the secured project debt and contingencies for assuming that debt prior to the start of construction.

If the Center is built on a site with a ground lease agreement, the Provider will adopt the negotiated terms of the ground lease with the property owner and meet all requirements for the acquisition of said land.

The provider will work with IFF to finalize the selection of an architect from a short list of candidates developed through a competitive RFP process. The selected Provider will participate in a site/building planning process with the architect for the design of the

---

<sup>4</sup> The equity commitment expectation is 10 percent from any provider, provider(s), or partner agencies in sum, as applicable. In other words multiple partnering agencies can combine contributions to total ten percent and the Provider has flexibility on the source(s) of those funds.

facility. The Provider's program plan, best practices in ECE facility design, the budget, and the City's preferences for congruence with neighboring structures will all drive the final design.

The Provider will be responsible for scoping and securing operating support for the Center ramp-up and ongoing operations, including Head Start/Early Head Start slots and associated funding, state ECE contracts or funds, including the MI CCDBG subsidy, GSRP, parent co-pays and private-pay services. IFF will work with the Provider to support these efforts to the greatest extent possible.

**D. RFP Information Sessions and Concept Paper and Intent to Respond (CPIR)**

Two informational sessions will be held to answer questions regarding the RFP. Both sessions will take place at the **Presbyterian Villages of Michigan-The Village of Brush Park (2900 Brush St., Detroit 48201)** on **Tuesday, September 13, 2016**, with the first session at 10:00 am and the second session at 1:00 pm. By **Monday, September 19, 2016 (3:00 pm)**, agencies who intend to respond to the RFP **MUST** provide a three single page maximum CPIR document with the most recent audit or audit(s) of the provider(s) and/or partner agencies responding to the RFP attached. The CPIR format is attached as Form A. Organizations identified to proceed to full submission of the RFP will be notified by Friday, September 23, 2016. Full proposals are due on **Friday, October 7, 2016 (3:00 pm)**.

**(Please note: proposals submitted without a prior received and approved CPIR document will not be accepted.)**

**E. Issuing Office**

The Request for Proposals is issued by:

IFF  
3011 W. Grand Blvd  
Suite 1715  
Detroit, MI 48202

All questions for further information shall be put in writing and mailed or emailed to:

Monica Duncan  
Director of Early Childhood Services  
IFF  
3011 W. Grand Blvd  
Suite 1715  
Detroit, MI 48202  
Phone: (313) 309-7828  
mduncan@iff.org

**F. Proposal Response Procedures**

Each Provider shall furnish all of the information required by the RFP. The Provider shall submit one original and eight copies in individual binders (including attachments). The proposal shall contain original signatures as indicated.

Proposals should not exceed 30 (8 ½" x 11") pages. Pages must be numbered.

**An original and eight (8) copies are required for each proposal.**

The proposals should be addressed and delivered to:

Monica Duncan  
Director of Early Childhood Services  
IFF  
3011 W. Grand Blvd  
Suite 1715  
Detroit, MI 48202

**No copies sent by fax will be accepted.**

**PROPOSALS RECEIVED AT THE IFF OFFICE AFTER 3:00 PM ON OCTOBER 7, 2016 WILL NOT BE CONSIDERED.**

**G. Timetable**

The timetable for the RFP is as follows:

8/26/16	RFP Issued
9/13/16	RFP Information Sessions
9/19/16	CPIR Due
9/23/16	RFP Submission Candidates Notified
10/7/16	Proposals Due
10/10/16	IFF Internal Review
October 2016	IFF Conducts Site Visits (as needed)
11/11/16	RFP Candidate Presentations
11/29/16	Selection Committee Final Recommendations
12/2/16	Selected Provider Notified

**H. Proposal Review and Selection Process**

The selection process will take place as follows:

1. IFF will review all proposals to assess alignment with B. Program Goals and Purpose and ensure that they meet the Mandatory Criteria described in and Section I below.

2. IFF will evaluate the proposals that meet the Mandatory Criteria described in Section I and also according to the Selection Criteria described in Part J below, and will determine a list of finalists.
3. A list of finalists will be presented to the Selection Committee. The Selection Committee will further evaluate the proposal based on the track record of the Provider, quality of the proposed program, the extent to which the proposed model meets or exceeds the vision, the financial viability of the Provider, and the long-term, independent, financial sustainability of the Center. The Selection Committee may make site visits, meet with Provider directors and board members, and will make the final Provider determination using a scoring analysis developed by IFF.

### **I. Mandatory Criteria**

IFF will screen all proposals to ensure that they meet the mandatory eligibility criteria. To be evaluated, proposals must meet these criteria, which will be documented by providing the materials requested in Section II.

1. Provider must demonstrate how it can provide a high quality, licensed, full-day, full-year ECE for children pre-birth through pre-school, and potentially school-age, at the facility.
2. Provider must have clearly outlined plans to deliver and/or partner to provide comprehensive family supports and a plan to connect with and support existing home based providers.
3. Provider must be a nonprofit, tax-exempt, and a licensed ECE center, child welfare agency or community based organization currently providing ECE in a licensed setting and/or in partnership with such qualifying organizations.
4. Provider may be required to raise capital funds from philanthropy, government or secure financing from financial institutions in order for the project to move forward. As such, Providers must demonstrate a strong fundraising track record and preferably experience with a capital campaign.
5. Provider must document its ability to make a financial commitment of at least ten percent (10%) of the project development cost. This should be demonstrated through sharing information related to unrestricted cash or investments on hand, letters of commitment, capital raised in previous campaigns and/or a detailed fundraising plan. More weight will be given to Providers with funds already secured and/or demonstrated liquidity (measured as access to unrestricted cash and investments).
6. Provider must document its ability to provide sufficient start-up costs for operating the new Center while the program is ramping up as outlined in the ramp-up plan.

7. Provider must demonstrate a financially viable operating model with limited long-term reliance on philanthropic support to sustain operations.
8. Provider must demonstrate a track record of cultural competency and having worked with or provided outreach to minority communities.
9. Provider must provide a letter on organizational letterhead and signed by an authorized representative that states:
  - The Provider understands the Participants' roles and is committed to bring the vision to fruition in Detroit;
  - The Provider is committed to the development of a financially viable, self-sustaining operating model;
  - Subject to negotiation and review of the final document, the Provider is willing and able to enter into a real estate development agreement with IFF which will outline the process, roles and responsibilities, the co-creation/co-design process, and project milestones;
  - The Provider understands the co-creation/co-design process and the Provider will accept the architect chosen in partnership with IFF and is willing to work with IFF and the architect in developing a center that meets best practices for ECE center design within the prescribed budget;
  - The Provider is willing and able to secure operating contracts, slots, and funds to provide the services outlined in the programmatic response;
  - Subject to underwriting, the Provider is willing and able to take on debt and/or obligations related to the final financing model in support of the project, if needed;
  - The Provider understands the potential financial obligations including the contribution of up to 10 percent (10%) of the project development costs and funds necessary for equipment and operations to bring the vision to fruition.

#### **J. Selection Criteria**

Proposals that meet the mandatory eligibility requirements, as outlined in Section I, will be further evaluated by IFF according to the following selection criteria:

- Comprehensiveness of program for children and their families;
- Financial, operational, programmatic, and reputational track record of Provider, demonstrated ability to secure slots/contracts, and successfully operate the program and facility long-term;
- Extent to which proposal meets and/or exceeds the programmatic vision with a particular focus on:
  - research and evaluation;
  - community connection, partnerships, and support;
  - hub programming; and
  - alignment with Detroit's K to 12 school system(s).

IFF will make an initial determination of each Provider according to these criteria and will present finalists to the Selection Committee. The Selection Committee will evaluate finalists using these same criteria.

**K. Compliance with Laws**

The Provider shall at all times observe and comply with all of its own bylaws and all applicable laws, ordinances, regulations and codes of the Federal, State, City and other local government agencies, which may in any manner affect the preparation of proposals, planning, operation or the performance of contracts.

**L. Competency of Provider**

By submitting a CPIR and, ultimately, a proposal the Provider affirms it and/or its proposed partners are not in arrears or are in default to IFF, the Kresge Foundation, the City of Detroit, the State of Michigan, or the U.S. Department of Health and Human Services upon any debt, grant agreement, or contract, or that is a defaulter, as surety or otherwise, upon any obligation to said entities, or has failed to perform faithfully any previous contract with the said entities.

**M. Interpretation of Documents**

If the Provider contemplating submitting a proposal is in doubt as to the true meaning of any part of this Request for Proposals or other contract documents, it may seek assistance from IFF in writing as described in Section E.

Any interpretation of the RFP documents requiring a change in the content will be made only by IFF in writing. A copy of such addendum will be emailed or delivered to each person receiving a set of such RFP documents. Failure on the part of the prospective Providers to receive written interpretation prior to the closing time for submission of proposals will not be grounds for withdrawal of the proposal.

**N. Confidential Matters**

Any proprietary material submitted by the Provider, which is to be considered confidential in nature, must be clearly marked as such.

**O. Familiarization with Conditions**

Providers shall be thoroughly familiar with the terms and conditions of the RFP, and acquainted with all available information regarding difficulties which may be encountered and conditions under which the work must be accomplished. Providers will not be relieved from assuming all responsibility for properly estimating the difficulties and the cost of performing the services required herein due to any failure to investigate the conditions or to become acquainted with all information, schedules and liability concerning the services.

**P. Acceptance of Proposals**

IFF reserves the right to accept or reject any or all proposals received, for any reason whatsoever; to negotiate with all qualified sources; or to cancel the RFP in part or in its entirety if it is in its best interest to do so.

## SECTION II: OPERATING AND PROGRAM SCOPE OF SERVICES

## **SECTION II. OPERATING AND PROGRAM SCOPE OF SERVICES**

(Please provide a narrative response to all items listed below and please limit the written portion to no more than 30 single-spaced pages. See Attachment Checklist and attach documents as requested).

### **A. Provider Background/Operations**

#### 1. Vision

Describe the Provider's vision for the project and how it meets or exceeds the model described and ties to the mission of the respondent's organization.

#### 2. Background

- a. Provide a brief history of the organization and the types of services provided.
- b. Describe how this project aligns with the organization's strategic plan.
- c. Describe any previous and/or current experience in the provision of ECE and education or similar services.
- d. Describe any accreditation or similar standards the organization has achieved and/or meets (QRIS/GSTQ rating, NAEYC accreditation, etc.).
- e. Describe current internal and external evaluation processes, tools, and partners and how evaluation findings inform operations and programming.
- f. Describe the current approach to Kindergarten readiness, school alignment, and tracking of outcomes as children matriculate. Include a description of any current school partnerships.
- g. Describe current efforts to engage parents and provide information specific to community partners and/or resources that have been garnered to address requested family supports.
- h. Provide a 501(c) 3 letter from the Internal Revenue Service certifying the organization is a nonprofit tax-exempt organization. (Does not count toward the 30-page limit).

3. Current Operations (**Please note: None of the items in 'Current Operations' listed below count toward the 30-page limit**)
- a. Provide audited financial statements for the three most recent years of operation. Include A-133 audit(s), management letter(s), and statement(s) of functional expenses if applicable.
  - b. Provide internal financial statements for the period since the last audit including budget to actual, income statement, and balance sheet.
  - c. Provide a list of all current debts including source, original amount, current balance, rate, term, maturity date, collateral, and use of funds.
  - d. Submit a copy of the current and projected total operating budget of the Provider with revenues and expenses. (If Provider provides multiple-services, Provider must submit a budget that breaks out ECE services).
  - e. Indicate the names and contact information for all sources of public and major philanthropic funding defined as the greater of \$250,000 or 15% of the Provider's annual revenues in the most recently closed fiscal year.
  - f. Identify all current programs and indicate primary sources of funding for each.
  - g. Describe Provider's procedures for financial management, budgeting, financial reports, billing, and general fiscal oversight. Preference for copies or summaries of financial policies and procedures.
  - h. Submit an organizational chart with the number of staff in each function for each program listed on the chart. This chart should be easy to read and self-explanatory.
  - i. Submit resumes for Executive Director, Chief Financial Officer or accounting staff, and other relevant program staff (program director, fundraising director, etc.). Please also identify the staff members who are the designated team members for the RFP.
  - j. Describe the current staff professional development program. Does the organization have ongoing training? What is the career lattice in the organization?
  - k. Describe the pay scale and a detailed description of benefits at all levels within the organization.
  - l. Describe the organization's commitment to diversity.

- m. Describe the organization's experience delivering culturally competent programs and services.
- n. What has been the rate of staff turnover during the past three years? Please provide the turnover rate for ECE staff and for the broader organization, if applicable. Identify all key leadership staff changes which have occurred during the last three years and describe briefly why they occurred.
- o. Describe the organization and function of the Board of Directors as it relates to financial review, organizational planning and general management oversight. Attach a Board of Directors list including names, occupations, and committee membership.

#### 4. Current ECE programs

Please provide details of any ECE programs the organization currently operates including for each (add table(s) as necessary):

- a. Name:
- b. Location:
- c. Licensed capacity:
- d. Current licensing status:
- e. Current accreditation status:
- f. Confirm no outstanding licensing or code violations. Please describe any current or prior licensing or code violations:
- g. Complete **Form C** for each current ECE program (see separate excel attachment).

### B. Proposed ECE Program

#### 1. Program Plan

- a. Describe the core child development program that will be offered to the children and families to be served. Include the following components:
  - program philosophy
  - approach to blended funding
  - curriculum
  - child development/education
  - programmatic, pedagogical, and operational evaluation
  - nutrition
  - health
  - social services
  - Kindergarten readiness/school alignment
  - parent engagement/involvement
  - special needs services
  - family supports

- b. How would this proposed program be an improvement of the existing program(s)? What obstacles have prevented the organization from offering the program envisioned in this project?
- c. How many children will be served (proposal must be for a minimum of 10 classrooms but a larger center may be proposed)? What will be the staff-child ratio for each age? Please fill out the following table:

	# Classrooms	# of Children	# of Staff (Full-Time Equivalent)	Staff: Child Ratio
Infants				
Toddlers				
Two year-olds				
3-5 year-olds				
School age				

- d. What is the schedule of services and hours of operation that will be provided? How will holiday and summer care be handled?
- e. If applicable, describe the daily transportation plan for children, including coordination with community transportation systems.
- f. How will the needs of non-English speaking families be met?
- g. How, specifically, will comprehensive early childhood care and education programs be delivered in a culturally competent manner?
- h. How will the needs of children with disabilities or special needs be met?
- i. How will research and evaluation be incorporated into the program? How will it be funded?
- j. Complete Form D-1 – ECE Space Plan, which outlines the number of classrooms for each age group proposed for the Center.

2. Staffing Plan

- a. Explain what staff will be needed and describe the planned recruitment process, including requirements for Early Head Start/Head Start and GSRP programs.

- b. Describe plans for in-service training/staff development.
  - c. Describe those management and supporting personnel available to assist in all areas of program implementation.
  - d. Describe the wage structure, benefit package and plans to minimize turnover and invest in the workforce.
  - e. Attach job descriptions, qualifications and salary ranges for each position in the proposed program. Please note differences, if any, from information provided in Form C. (Does not count towards 30-page limit).
3. Additional Programs and Services
- a. Please describe the programs and services that the organization proposes to provide at the Center in addition to the core ECE program, including key relationships if service provision will come from a separate Provider.
4. Community Support
- a. Describe the Provider's relationship with existing community home and center-based providers, agencies and/or institutions in Detroit with a particular focus on Northwest Detroit.
  - b. Include at least three letters of support or linkage agreements from these entities. These letters should include examples of past and current collaborations. Providers not currently operating in Detroit should describe their intentions for establishing these collaborations and include letters from agencies agreeing to a future collaboration. (The three letters do not count towards the 30-page limit).
5. Administration
- a. Describe the plan for involving parents and community representatives in the planning of the program.
  - b. Describe recruitment procedures to reach children of low-income families. Also describe how recruitment will be done to reach non-English speaking families.
  - c. Describe the admission and dismissal policies for children to be served.
  - d. Describe any diversity and inclusion practices, programs, and/or initiatives in which you are presently engaged.
  - e. Explain the plan for determining eligibility and enrollment, including screening and recruitment of children with disabilities, age and income eligibility, and participant recruitment. Include the proposed sliding scale fee structure and written policies on payment and access/attendance, collections, etc. (Does not count toward the

30-page limit).

- f. Describe the plan for food preparation and service and the plan for participation in the USDA Child and Adult Food Program. (Does not count toward the 30-page limit).
6. Budget/Financial Capacity (Please see E-1 and E-2, Pro-forma and start-up budget) which is provided to show a basic budget format and the budget categories being requested.

- a. Prepare an Operating Budget. The budget period should be an annual budget for the first full 10 years of operations including the ramp up period prior to operation and the first full 12 months of operations. Projected revenue must include fundraising efforts. Ideally, operating revenue from fundraising should be less than ten percent (10%) of the budget with a clearly articulated plan to ramp down over time.

While it is assumed that the budget will reflect a majority of funding from Early Head Start/Head Start, CCDF and/or GSRP funds, the Center may offer some of its slots to working families that do not qualify for subsidies. Please reflect any private pay slots in the proposed operating budget and the proposed fee schedule.

Please speak specifically to experience blending and/or braiding funding and core competencies that support successful administrative, compliance, reporting, logistical, customer service, and operational considerations.

- b. Prepare a budget for start-up costs. Start-up costs should be clearly itemized and described. For example, a Provider may anticipate that revenues in the first month may be inadequate to fully fund salaries or a key leader/liaison may need to be hired well before the Center is complete. If so, the proposal should indicate how such costs (or other start-up costs) will be funded. The start-up costs could be described as part of the operating budget or separate from the operating budget. Please provide start-up costs for the first 12 months of operations.
- c. Describe the past and present fundraising efforts. Attach any information on previous capital campaigns undertaken and the organization's success with them. Provide detail on operating funds that have been raised over the past five years. (Does not count toward the 30-page limit).
- d. Describe how the organization will provide ten percent of the total project costs for the facility project. Please attach a detailed fundraising plan and timeline for meeting it. (Does not count toward the 30-page limit).
- e. Describe how any additional capital necessary for the project will be raised.

**FORM A**

**Concept Paper and Intent to Respond (CPIR)**

Submitted By:

(CPIR Team: List name and titles)

(Insert Provider Name), would like to be considered to submit a full Proposal under the RFP issued August 26, 2016 for the development of the Detroit Comprehensive Early Childhood Care and Education Center.

(Please answer the following questions as succinctly as possible):

1. How does your organization's vision for the project meet or exceed the model described in the RFP?
2. Provide a brief description of your current programs and services, inclusive of ECE programming. Also, share your thoughts about partnerships that might need to be developed to ensure comprehensive programming.
3. Describe your proposed or current relationships with existing community home and center based providers, agencies and/or institutions within the city of Detroit.
4. How will you integrate research and evaluation to inform the work?
5. What are the obstacles that have prevented you from delivering this particular model to date and how will those obstacles be overcome for this project?
6. If successful, how would you envision this project in five years and how will city resources be used to leverage that success?

**Please include the most recent audit(s) from the provider(s) and/or partner agencies responding to this RFP.**

**Maximum of 3 pages (audit(s) do not count toward the 3 page limit)**

**FORM B - PROPOSAL COVER SHEET**

Name of Organization: \_\_\_\_\_

Primary Address: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Phone: \_\_\_\_\_

President, Board of Directors: \_\_\_\_\_

**Attachment Checklist (one original and eight copies in individual binders)**

- ❑ Form B – Proposal Cover Sheet (p. 21)

**Item to attach for Mandatory Criteria, Section I. 9.**

- ❑ Letter on organizational letterhead signed by and authorized representative (p. 10)

**Item to attach for Section II A. 2.h Background**

- ❑ 501 (c) 3 Letter (p. 14)

**Items to attach for Section II A. 3. Current Operations (p. 15-16)**

- ❑ a. Audited financial statements for the past three years
- ❑ b. Internal financial statements for the period since the last audit
- ❑ c. List of current debts and obligations
- ❑ d. Current and projected total Provider operating budget with revenues and expenses
- ❑ e. Contact information (names/telephone numbers) for all major sources of public and private funding
- ❑ f. List of current programs and sources of funding for each
- ❑ g. Provides for financial management, budgeting, financial reports, billing, and general fiscal oversight
- ❑ h. Provider organizational chart
- ❑ i. Resumes of key staff
- ❑ j. Current professional development program summary
- ❑ k. Pay scale and benefit summary
- ❑ l. Statement on commitment to diversity
- ❑ m. Statement on cultural competency
- ❑ n. Staff turnover summary and description
- ❑ o. Board of Directors list and summary of role(s)

**Items to attach for Section II A.4. Current ECE Programs**

- ❑ a. Form C – Current ECE Program Staff (see attached excel sheet)

**Items to attach for Section II B.1. Proposed ECE Programs**

- ❑ a. Form D-1 – ECE Space plan (see attached excel sheet)

**Items to attach for Section II B.2.e Staffing Plan**

- ❑ a. Form D-2 – Projected staffing (see attached excel sheet)
- ❑ b. Job descriptions with qualifications and salary ranges

**Items to attach for Section II B.4.b Community Support**

- ❑ Three letters of community support (p.18)

**Items to attach for Section II B.5.e Administration**

- ❑ e. Plan for food prep and participation in food program(s) (p.18)

**Items to attach for Section II B.6 - Budget /Financial Capacity**

- ❑ a. Form E-1 Pro forma (See attached excel sheet) proposed 10 year operating budget
- ❑ b. Form E-2 Start-up budget (See attached excel sheet) Detailed budget showing revenue and expenses by month for the first full twelve months of operations (p. 19)
- ❑ c. Past and present fundraising effort summary (p.19)
- ❑ d. Detailed fundraising plan and timeline (p. 19)

# Attachment A – Site Map

