**SECTION I: PROJECT OVERVIEW**

The City of Austin is seeking a qualified child care operator (Operator) to manage a new early childhood education (ECE) center that is being developed at the Dove Springs Public Health Facility, also known as the Dove Springs Public Health Facility Child Care Center (Center). The building is located at 5811 Palo Blanco Lane, Austin, TX 78744, in southeast Austin and has a proposed opening date in Winter 2024-2025. The Dove Springs Public Health Facility will house the following Austin Public Health services in addition to the child care center: WIC, Neighborhood Services, Immunizations, and Community Youth Development. The facility will be near the Dove Springs Public Library, the George Morales Dove Springs Recreation Center, and Widen Elementary School. The child care center will primarily serve children from the adjacent Dove Springs residential neighborhood as well as children of City of Austin employees.

The selected Operator will enter into a social services operator agreement with the City of Austin by and through its Austin Public Health Department. The City of Austin anticipates a 3–5-year initial agreement term with opportunities to extend subject to the approval of the City of Austin and the selected Operator.

**SECTION II: RFP INSTRUCTIONS AND TIMELINE**

This Request for Proposal (RFP) should be considered the City of Austin’s Confidential Information and should not be discussed with members outside the City of Austin RFP team. Contacting City of Austin staff members outside of the RFP team or other child care operators may result in disqualification from the selection process.

RFP respondents will only use the RFP Response Documents, such as the City of Austin Child Care Center RFP Financial Workbook, for the purpose of this solicitation and agree not to share the proposal documents with others.

**Proprietary Information**: All material submitted to the City becomes public property and is subject to the Texas Open Records Act upon receipt. If a Proposer does not desire proprietary information in the proposal to be disclosed, each page must be identified and marked proprietary at time of submittal. The City will, to the extent allowed by law, endeavor to protect such information from disclosure. The final decision as to what information must be disclosed, however, lies with the Texas Attorney General. Failure to identify proprietary information will result in all unmarked sections being deemed non-proprietary and available upon request.

Overview of the RFP Activities and Timeline

The following table outlines the key dates and activities relating to this RFP. All dates/times are assumed to be Central Standard Time. Dates are subject to change.

|  |  |
| --- | --- |
| **Activity**  | **Due Date** |
| Request for Proposals (RFP) released to the public | October 30, 2023 – 5:00 p.m. Central Time |
| Respondents submit questions and Intent to Bid Notification related to the RFP content to the City of Austin via email to ChildCareInfo@austintexas.gov | November 6, 2023—5:00 p.m. Central Time |
| Questions and answers to respondent questions will be posted on the RFP web page  | November 13, 2023 – 5:00 p.m. Central Time |
| RFP responses due to the City of Austin via email to ChildCareInfo@austintexas.gov | December 20, 2023 – 5:00 p.m. Central Time |
| Meetings with RFP finalists | February 2024 |
| Operator to be selected  | Spring 2024 |

RFP Question Format

Please submit any questions you may have pertaining to this RFP to ChildCareInfo@austintexas.gov by  **Monday, November 6, 2023, 5PM Central Daylight Time**, with the solicitation name, “DS2023CG” in the subject line of the email. The questions should be delivered in a Word document utilizing the following format:

Operator Name: <Enter Name>

Project: Austin Public Health Child Care Operator RFP DS2023CG

Date: <Enter Date>

|  |  |  |  |
| --- | --- | --- | --- |
| Number | RFP Section | Question | Answer |
| 1 |  |  | (Leave blank) |
| 2 |  |  |  |
| .. |  |  |  |

The City of Austin will compile all submitted questions, omit names of respondents, answer each question, and send the questions and responses to all the respondents.

RFP Response Format

**An electronic Word version of the RFP response and any relevant supplementary materials must be emailed to** Cynthia.Gamez@austintexas.gov **by Wednesday, December 20, 2023, 5PM Central Daylight Time.** Bidders must insert responses where indicated in this electronic RFP Microsoft Word document or in any of the attached Word and Excel Workbooks. Any attached or included documents should be compatible with the most recent version of Microsoft Office. **Under no circumstances will a PDF rendition of the response be accepted as a valid response.**

Checklist of all Documents in RFP Package for Respondents to Review:

Following is a list of all items that are included in the RFP Package:

* Request for Proposal Questionnaire (this document)
* Appendix A- City of Austin Child Care Operator Experience and Staffing Plan Workbook
* Appendix B- City of Austin Child Care Center RFP Financial Workbook
* Appendix C- Supplemental Insurance Provisions
* Appendix D - Application Threshold Checklist for Non-Profit Agencies
* Appendix E- Application Threshold Checklist for For-Profit Companies
* Appendix F Final Facility Floor Plan

Checklist of all Documents in the RFP Package to be Completed and Returned:

For you to be considered as serious contender for this project you must answer all questions completely. Do not leave any blanks on the Word documents or Excel worksheets.

* Complete all questions in Section V of the Request for Proposals (in this document) – Operator Response Questions
* Complete Appendix A, City of Austin Child Care Operator Experience and Staffing Plan Workbook (there are two tabs)
* Complete Appendix B, City of Austin Child Care Child Care Center RFP Financial Workbook. (There are eight tabs)
* Complete Appendix D, Application Threshold Checklist for Nonprofit Agencies if your organization is a Nonprofit.
* Complete Appendix E, Application Threshold Checklist for For-Profit Companies if your organization is For-profit

**SECTION III. SELECTION CRITERIA**

The City of Austin team will judge each response based upon the criteria listed below. Also NOTE that your responses must be complete, succinct, and tailored specifically to the questions in this RFP.

Selection Criteria

* Experience
* Demonstrated expertise managing ECE centers
* Demonstrated expertise opening *new* ECE centers
* Commitment to and experience serving children and families from a range of financial and cultural backgrounds
* Program
* Commitment to a quality curriculum
* Commitment to quality standards of National Association for the Education of Young Children (NAEYC) or an approved national accreditation and Texas Rising Star (TRS)
* Commitment to implementing concepts of the Outdoor Learning Environment (OLE) for outdoor play time (See <https://dshs.texas.gov/Obesity/OLE/> for more information on OLE.)
* Staff
* Demonstrated ability to recruit, retain and develop a high quality and skilled administrative and teaching staff
* Cost/Value
* Commitment to an operating and financial approach that meets the requirement for a high-quality child care program and takes into account that the City of Austin will not provide the Operator long-term financial support beyond facility related expenses, such as rent, property taxes, standard utilities, basic landscaping, basic janitorial, and typical maintenance services, during the initial five-year agreement (and subsequent renewal options).
* Demonstrated understanding of how parent fees and teacher salaries need to be balanced to create a high quality and sustainable program
* Customer Service
* Seamless, flexible, and responsive to the City of Austin’s needs at all points of contact (contracting, client services, family needs)
* Risk/Liability
* Demonstrated financial and organizational stability
* Ability to meet or exceed the City of Austin’s risk management and insurance requirements outlined in Appendix C, Supplemental Insurance Provisions

**SECTION IV. DESCRIPTION OF FACILITY, PROGRAM, FUNDING AND OPERARTOR REQUIREMENTS**

**Description of Facility**

The Center will consist of approximately 8800 square feet in a ground-floor facility, which will open directly onto three adjacent playgrounds totaling 8750 square feet. The facility is configured to have six classrooms with shared core/support areas between some classrooms and is designed to provide flexibility for serving different age-groups. In addition, there will be two administrative offices, a receptionist area, a multi-purpose room, staff breakroom, adult restroom, and a commercial kitchen with all the appropriate appliances to support its use. It also includes plumbing for a clothing washer and dryer, and space for storage (small appliances to be supplied by the Operator). The playgrounds will include installed play structures and shade and will incorporate many of the guiding principles of OLE, complete with opportunities for small and large motor activities.

For more detail on the interior space, see Appendix F, Final Facility Floor Plan. The Facility floor plan is final, and there will be limited opportunities for the selected operator to make changes. The rooms are designed to be flexible enough to any high-quality child care operator and can accommodate children of different ages to meet community demand.

**Program Requirements**

* Serve approximately 88 children
* Must serve children in the priority age groups of six weeks through age 3
* A minimum of 20% of enrollment will be reserved for children receiving subsidies
* Program will not place a cap on the number of child care subsidy seats if demand is present
* Be a quality child care program that reflects the NAEYC principles
* Adhere to staff-to-child ratios identified in the chart below:

|  |  |  |  |
| --- | --- | --- | --- |
| Age Group | Program Capacity | Number of Classrooms | Staff-to-Child Ratio |
| Infants  | 8  | 1 | 1:4 |
| Toddlers  | 12  | 1 | 1:6 |
| Two-year-olds  | 28 | 2 | 1:7 |
| Preschool | 40 | 2 | 1:10 |
| **Total** | **88** | **6** |  |

**Funding Information**

|  |  |  |
| --- | --- | --- |
|  | **City of Austin** | **Child Care Operator** |
| **Upfront Facility Costs** | * Will pay for the design and construction of an ECE center and playgrounds that adhere to the State of Texas child care licensing standards. The City of Austin’s contribution includes any items permanently attached to the ECE center and playgrounds, including but not limited to sinks, counters, cabinets, play structures, trike paths, window coverings and parking for staff and families.
* Signage TBD
 | * Must provide all the interior and exterior free-standing child and adult furnishings, fixtures, and equipment.
* Must provide its own office equipment, such as copy machines, computers, and office supplies.
* Must provide start-up and on-going operating supplies and consumables, such as curriculum materials, toys, and books.
* Must provide additional cabinetry as needed, even if not included in the original design.
 |
| **On-Going Facility Costs** | * In lieu of operator tenant/rental fees, the City of Austin will pay facility related expenses during the initial term of the agreement and during any approved renewal options. Facility related expenses include property taxes and standard utilities
* Any permitting and inspection fees for the building to obtain a Certificate of Occupancy
 | * Plan to budget for Janitorial, Maintenance, Landscaping, pest control and day porter services. Details can be negotiated at a later time.
* Must maintain the OLE space beyond basic landscaping, including replacing mulch, fall zone material, etc., as needed.
 |
| **Security** | * Will provide an access control system that uses badges for Center-staff. The main entrances to the Center will have a door release system that center staff can use to let parents and visitors inside.

  | * Must provide its own security-related equipment and services.
 |
| **IT** | * Will provide space for servers and wiring for internet, Wi-Fi, and telephone services.
* COA public internet access will be available for center staff and visitors
 | * Must obtain and pay for its own telephones, data equipment, and related services, including private Wi-Fi if desired.
 |
| **Insurance** |  | * Must meet or exceed the insurance requirements outlined in Appendix C, Supplemental Insurance Provisions.
 |
| **On-Going Operations** |  | * Must manage the Center as a profit and loss business or as a non-profit without relying on a subsidy from the City of Austin.
 |

**Operator Requirements**

|  |
| --- |
| **Program**  |
| 1. Provide full-day care for up to 88 children ranging from infants through preschool
 |
| 1. Operate the Center Monday through Friday for at least 11 hours per day. The Center can be closed to children for up to 11 days per year to cover holidays and staff training days.
 |
| 1. Commit to child care operations that reflect the NAEYC principles or approved national accreditation, operate the Center based on these principles, and pursue a NAEYC accreditation or approved national accreditation
 |
| 1. Participate in the TRS quality rating system administered by Workforce Solutions Capital Area and achieve a four-star rating.
 |
| 1. Provide culturally competent early learning services to children and families that demonstrate a commitment to equitable outcomes for all children.
 |
| 1. Purchase furniture, fixtures, equipment, and materials that are based on approved national accreditation guidelines above for a developmentally appropriate curriculum.
 |
| 1. Implement and maintain an OLE playground and demonstrate ongoing commitment
 |
| **Enrollment** |
| 1. Plan to enroll at least 20% of children who receive child care subsidies based on family income eligibility.
 |
| 1. Enter into an agreement with Workforce Solutions Capital Area; and Workforce Solutions Rural Capital Area, as needed, to accept and administer applications and funding for children whose families receive child care subsidies.
 |
| 1. Priority will be for the children of the Dove Springs community. Second priority will be for the children of City of Austin employees.
 |
| **Insurance** |
| 1. Agree to the insurance requirements outlined in Appendix C, Supplemental Insurance Provisions.
 |
| **Reports** |
| 1. Submit annual audited financial statements to substantiate ongoing financial health and viability.
 |
| 1. Monthly and quarterly, and annually submit the following reports relating to the City of Austin child care center:
* Enrollment and wait list status of full-fee and subsidized children
* Teacher and other staff turnover and highlight reports
* Unusual incidents, security issues, communication issues
* Facility problems or concerns to be addressed
* Annual budget with line item details reflecting the revenue and expense categories illustrated in this RFP package.
* Operating Pro Forma Statements including periodic financial statements in a mutually agreed upon format
* Actuals vs Budget (monthly)Actuals vs Budget (quarterly)

Quarterly Actuals vs Remaining year Forecast* Additional reports to be agreed upon
 |

**SECTION V. REQUEST FOR PROPOSAL - OPERATOR RESPONSE QUESTIONS**

**I. Company Organization and Background**

1. Where is your organization headquartered?
2. How many full-time employees does your organization employ? How many part time employees does your organization employ?
3. State the type of ownership of your organization, e.g., sole proprietorship, partnership, franchise, corporation. Include whether it is for-profit or not-for-profit.
4. Provide a brief overview of any changes to your company over the past five (5) years. Have you made any acquisitions, or been acquired by others, merged with other organizations, including those that occurred both in and outside of Texas? Has your corporate structure, ownership and/or leadership changed? Has your company ever filed for bankruptcy? Please describe.

Is your company in the middle of any pending lawsuits that have anything to do with the care of children or treatment of staff Have you settled any civil or criminal lawsuits that have anything to do with the care of children or treatment of staff? Please explain. Note: our RFP team may search publicly available information about your organization as part of our evaluation process as indicated in VI. Quality/Safety Assurance, Question 4.

1. Indicate the percentage of your total revenue dedicated to each of the following lines of business:

|  |  |
| --- | --- |
|  | % of Total Revenue |
| Employer Sponsored Child Care |  |
| Community Child Care |  |
| School Aged Child Care |  |
| Back Up Care |  |
| Other (describe) |  |
| Other (describe) |  |
| Other (describe) |  |

**II. Early Childhood Education Operator Experience**

1. Provide a list of child care centers you manage in the Austin Metro Area. If you don’t have centers in Austin, list up to 10 (or all if you operate fewer than 10) other Texas based centers. In all cases, for each child care center, include the child care center name and address, licensed capacity, current accreditation status (NAEYC, TRS rating, etc.), length of time under your management, type (Community or Employer), for-profit or non-profit, total number of children enrolled by age, number of children whose families receiving child care subsidies, number of teachers (full-time equivalents), and the number and description of any Medium and High licensing deficiencies by these child care centers over the past five (5) years.

*Please answer the question by using Appendix A, City of Austin Child Care Operator Experience and Staffing Plan Workbook, Tab 1*

1. Describe your organization’s experience starting up and operating new child care programs for infants, toddlers, two-year-olds and preschool-age children in Texas. For each child care center you have opened, indicate the year you opened it and describe your organization’s role in the process.

**III. Experience with Child Care Subsidies and Families with Low-Income**

1. Create a table that shows your total overall experience serving families with lower income in Texas. Please define what you mean by lower income.
* % of full fee children
* % of children from families with lower income
1. What are all the sources and proportion of your total funds you utilize to make child care more affordable for families with low income? Please include fundraising, government or foundation grants and subsidies/scholarships, any funds covered by tuition and in-kind services or goods provided by others, including other families.
2. Do any of your child care centers currently have agreements with the Workforce Solutions Capital Area or Rural Capital Area to accept children whose families receive child care subsidies/scholarships? If yes, please list the names of those child care centers and average number of children receiving subsidies enrolled in those child care centers. Please provide a name and contact information at Workforce Solutions that you primarily work with.
3. If you are selected to operate the Dove Springs Public Health Facility Child Care Center, do you foresee any problems entering into an agreement with Workforces Solutions Capital Area or Workforce Solutions Rural Capital Area to accept children whose families receive child care subsidies?
4. Demonstrate how you will ensure to consistently meet the requirement to reserve a minimum 20% of seats for children who receive child care subsidies. If demand for child care subsidies/scholarships exceeds this requirement, explain how you will address this need?

**IV. Program**

1. Please provide a short summary of your ECE curriculum philosophy and a very brief description of the curriculum goals by age group.
2. Name your ECE curriculum. Is the curriculum you use in your child care centers developed by your company or is it a purchased, licensed or a modified curriculum created by others? Please explain.
3. If you believe you may want to make any changes to the number of children in any classroom or the staff-to-child ratios, while still retaining NAEYC or other national accreditation, please indicate the approach you prefer in the table below and describe how this change affects the child care center’s operating financials and program quality. Also describe any potential changes in the Trade off Analysis Tab of Appendix B City of Austin Child Care Center RFP Financial Workbook.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Age | City of Austin Proposal | Current Ratios | Approx. Classroom Activity Space in Square Feet (not including restrooms or dedicated changing or food prep areas) | Operator Preference# of children | Revised Ratios |
| Infants | 8 | 1:4 | 582 |  |  |
| Toddlers  | 12 | 1:6 | 661 |  |  |
| Two’s Classroom 1 | 14 | 1:7 | 705 |  |  |
| Two’s Classroom 2 | 14 | 1:7 | 711 |  |  |
| Preschool Classroom 1 | 20 | 1:10 | 911 |  |  |
| Preschool Classroom 2 | 20 | 1:10 |  919 |  |  |
| Total | 88 |  | 5288 |  |  |

1. City of Austin families represent a diverse group with a wide range of cultural and educational values**. How does your curriculum recognize each child and family’s unique strengths and support the full inclusion of all children and families, given their differences in culture, family structure, language, racial identity, gender, abilities and disabilities, religious beliefs, or economic class? Provide two specific examples.**
2. Describe how you determine whether a child with a disability can be successful in one of your child care centers? What support do you provide and pay for and what must the parents provide and pay for in addition to tuition? Under what circumstances will you conclude the child cannot be served in the child care center? What training do your teachers and admin staff receive on a regular basis to support children when an accommodation is needed?
3. Please describe your approach to screen time (television, audio-visual, tablets, computers, etc.) for the different age groups.
4. Please review Appendix F, Final Facility Floor Plan and provide any comments about the interior facility
5. **Describe your organization’s experience with the OLE approach. Provide two specific examples. If you don’t have experience with the OLE approach, what will your organization do to gain experience and train staff?**
6. Please provide images of representative classroom furniture and equipment you would use to outfit the child care center. Provide photos for an infant classroom and a preschool classroom. Provide the source for each item, the name and catalog #.
7. Given that the facility includes a commercial kitchen, describe your proposed approach to prepare and provide lunch to children attending the center. Please include how meals are prepared and whether the cost will be included in the monthly tuition.
8. Given that many eligible families choose public school Pre-K for their 3- and/or 4-year-olds, and that the need for child care in Austin is greatest for infants through two-year-olds, how might you adjust the mix of children served in the six classrooms in this program to meet that need? Please include information about ages, ratios, and numbers of children by classroom, and how these changes would affect the financials of the center.

**V. Program Staffing/ Structure**

1. How many administrative staff members would work onsite at this program with 88 children ages 6 weeks through preschool and 6 classrooms? Please list by job title (e.g. Assistant Director, Education Coordinator, Front Desk etc.), % of time allocated in ratio as part of the teacher labor budget in the classroom, and job responsibilities. Utilize the table below and add rows as necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| Job Title | # | % of their workday spent in the classroom in ratio | Job responsibilities |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

1. Specify the minimum and target education and experience levels you require for each type of staff member, including all levels of teachers, administrative staff, and child care center management. Please list by job title (e.g., Assistant Director, Lead Teacher etc.) Utilize the table below and add rows as necessary.

|  |  |  |
| --- | --- | --- |
| Job Title | Education | Experience |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

1. Quantify the staff turnover rate for your Austin child care centers for each of the past three (3) years (or Texas Centers if you have none in Austin). If applicable, provide separate rates for community and employer-sponsored child care centers, at each level of staff, e.g., administrative, head teacher, teacher, and assistant teacher. ***Describe how you arrived at your rates. Please also describe if you have had specific changes to turnover in 2023 that are different from previous years and if so, why?***
2. For the child care centers you have opened in the past four (4) years, how many have retained the opening child care center director for all four (4) years? Please indicate why the opening child care center director(s) is not in place, if applicable.
3. Given a challenging environment to hire staff, what steps do you take to attract and retain qualified teachers? Reviewing your Austin and/or Texas based child care centers, what % of the teachers you hire start work with your desired experience and/or education vs % that you supplement or provide in the form of ECE units, and/or additional supervision?

1. Provide a sample staffing approach for a typical day when the Center is fully enrolled. We want to clearly understand if and when you combine classrooms at the beginning and end of each day and how you handle breaks and teacher prep time.

*Please answer the question by using Appendix A, City of Austin Child Care Operator Experience and Staffing Plan Workbook, Tab 2*

1. Provide an organizational chart that includes the non-site-based employees (e.g., finance, operations, account management, curriculum coordinators) who would support our Center. Show specific positions, names of people, and geographic base for each support resource.
2. What percentage of your Texas teachers work full-time and are eligible for benefits? What is the hourly threshold for receiving employee benefits?

**VI. Quality/Safety Assurance**

1. Describe your quality measurement/management philosophy and the tools you use to ensure that your child care centers meet your quality standards. How often and in what way do you evaluate your child care centers for quality?
2. Describe your risk management approach and the most important ways you manage risk at your child care centers. Please identify the employee at your organization who is typically responsible for risk management in your organization at the child care center level. Please describe the content and frequency of the risk management training provided to staff and management at each child care center.
3. Can you meet the required insurance coverage requirements listed in Appendix C, Supplemental Insurance Provisions? Please include any additional comments about your insurance coverage or any other coverage you propose to offer to include in the eventual contract with the City of Austin.
4. If we were to complete a comprehensive media and public document search of your organization (periodicals, social media, etc.) would we uncover anything that would cause us to question the quality and/or safety of your operations? Please provide the information and explain.

**VII. Customer Service/Account Management**

1. Please identify the employee at your organization who will be responsible for providing the City of Austin with regular updates on enrollment, waitlist, as well as other operating and financial statistics, including quarterly and annual reports, during the duration of the contract.
2. Do you conduct parent surveys and/or staff surveys? If so, how often are they deployed? Please provide the most recent parent and staff survey and related summary report for any Austin-based or Texas programs. How do you respond to areas of concern and implement changes identified in the survey results?
3. Describe your method for communicating with parents about the ongoing progress of their child.

**VIII. Customer Experience**

1. Describe all the ways Dove Springs and other community members will be able to find information about your program before the Center is open, when the Center is first opened, and on an on-going basis thereafter. Please provide samples of all types of communications and provide the website, mobile App, and all other customer touch-points available for our review. Provide any necessary instructions, such as login and password credentials, so we can experience any of the following you may have:
* Center landing page on your website
* Sample employee promotional communications about the new Center
* Sample FAQs from one of your past projects when it was in the development-stage
* Mobile App and/or web pages capable of supporting enrollment in the Center
* Online tools for tasks, such as scheduling tours, submitting enrollment applications, and paying tuition.
* Parent communication regarding the ongoing progress of an enrolled child
* Center news and the specific types of platforms where it will be located

**IX. Business Processes and Tools**

1. Do you use a Child Care Center Management System (CMS)? If so, which one? And which aspects of the business do you use it for (complete chart below).

|  |  |  |
| --- | --- | --- |
| **Business Tasks** | Yes | No |
| * Expenses management and payment
 |  |  |
| * Family Records Management
 |  |  |
| * Attendance
 |  |  |
| * Sign in/Sign out
 |  |  |
| * Enrollment management
 |  |  |
| * Waiting list management
 |  |  |
| * Child transition management
 |  |  |
| * Regular secure communication with parents about their children
 |  |  |
| * Staff Payroll
 |  |  |
| * HR Records management
 |  |  |
| * Parent Engagement
 |  |  |
| * Other
 |  |  |

1. Do you use a Parent Engagement App if not bundled as part of your CMS? If so, which Parent Engagement App do you use?

**X. Center Enrollment and Waitlist Management**

1. Describe your initial and ongoing enrollment process for families. Please identify the job title of the employee that would respond to parents’ inquiries about the Center, the program, or your company, such as a call center employee, center director, assistant director, or enrollment manager. Can families complete enrollment online? What is the typical response-time after the first contact? How do you prioritize children on your waitlist?

**XI. Emergency Preparedness**

1. Provide a copy of your emergency policies and procedures that would be appropriate for this Center, located in a City of Austin building, serving members of the Dove Springs community. Be sure the document specifies who is responsible for each aspect of the plan in the kinds of emergencies that child care centers can encounter (e.g. weather related, such as floods, fire, active shooter, and contagious disease outbreaks).
2. Please identify the staff member that would be responsible for training and working with teachers on emergency processes at the Center. How often would the staff complete related training?
3. What kind of approach to security would you put in place in this Center? Please describe the types of equipment, monitoring, and personnel involved.

**XII. Program Development Process**

1. The City of Austin will be responsible for completing all Center design and construction tasks. For the purposes of this exercise, assume that the City of Austin will expect to receive a Certificate of Occupancy by the end of September 2024. Your organization will be responsible for all other tasks needed to prepare the Center for opening no later than Winter 2024-2025. To the best of your ability, attach an implementation plan/chart specifying the major tasks you will need to accomplish in order to open the Center. Start with the day you are awarded the contract and identify each major task in order, and the duration of each task and corresponding responsible party.

|  |  |  |
| --- | --- | --- |
| **Task** | **Number of weeks/months** | **Name and title of person who will lead the effort** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**XIII. Financial and Board Governance**

1. Depending on your status, please complete either Appendix D, Application Threshold Checklist for Nonprofit Agencies, or Appendix E, Application Threshold Checklist for For-Profit Companies.

**XIV. Operating Budget**

1. Use Appendix B, City of Austin **Child Care Center RFP Financial Workbook** to develop a detailed child care center operating budget for the first three (3) years of operation. Please complete all 8 tabs.

*Please state all assumptions you make in developing the operating budgets, including but not limited to: the number and ages of children; teacher/child ratios; number and type of administrative staff; number and type of teachers; salaries for each administrative staff member, teacher, and aide; employee benefits; tuition rate assumptions, NAEYC teacher education requirements; specific program expenses; supplies; and administrative overhead and net income.*

1. How would your organization fund any potential child care operational losses during the ramp-up of the Center during the first two (2) years of operation?
2. How would your organization fund any potential ongoing operational losses once the Center has achieved a steady enrollment of 85%?
3. What are your current tuition rates in Austin? If you have multiple sites with varying rates, provide the range for each age group.
4. How often do you typically raise tuition? Provide the percentage increase for each of the last 3 years.
5. How did your organization use its COVID-19 related grant funds? Describe in detail the specific uses, including if the funds supported direct child care financial support, indirect support or overhead, or increased teacher wages.