

City of Rochester, New Hampshire

31 Wakefield Street • Rochester, NH 03867-1917

REQUEST FOR PROPOSAL

BID 23-35

Needs Assessment and Feasibility Study for Childcare Cooperative

1. You are cordially invited to submit a Proposal for a Needs Assessment and Feasibility Study for a Childcare Cooperative in accordance with the attached specifications, terms, and conditions. Prospective respondents are advised to read this information over carefully prior to submitting a proposal.

Proposals must be prepared in accordance with the specifications and can be submitted in either one of the formats described below:

2. **BID: Bid 23-35 Needs Assessment and Feasibility Study for Childcare Cooperative**

3. **BID Submission Options – Hardcopy or Electronically:**

- a) Submit Hardcopy via USPS, FEDEX, or UPS to:
City of Rochester, NH
Purchasing Agent
31 Wakefield Street
Rochester, NH 03867

Reference Bid 23-35 on package

In person drop offs are to go to the Finance Office at City Hall, 31 Wakefield Street, Rochester, NH 03867.

- b) Submit Electronically via Email: RFP23-35@rochesternhnet.onmicrosoft.com Include in Email subject line: Bid 23-35. An automated email confirmation will be generated to bidder once bid has been received. It is bidder's responsibility to ensure proper email submission of bid, and to monitor for the confirmation email.

4. **Bid Receipt Date & Time:** No later than **April 5, 2023**, at **5:00 pm** EST.
5. **Bid Opening Date & Time:** **April 6, 2023**, at **2:30 pm** EST. Opening will be conducted in person in the Council Chambers, 31 Wakefield Street, Rochester, NH 03867.
6. **Bid Specifications, Questions & Addendums (Q&A):** Can be obtained by visiting <https://rochesternh.gov/bids>, in the **OPEN BIDS** section. Or contact the City of Rochester, NH Purchasing Agent, 31 Wakefield St. Rochester, NH 03867, purchasing@rochesternh.gov, 603-335-7602.

Note: Q&A updates will end one week prior to bid opening. It is the bidder's responsibility to check the purchasing section of the City's website for any addendums or Q & A's.

7. Bid Results: Results of bids can be obtained at <https://rochesternh.gov/bids>, in the **CLOSED BIDS** section. Select the specific bid to see all results or contact Purchasing Agent.

***IMPORTANT:**

Vendors wishing to respond to a bid request with alternates to specifications must notify the Finance Office no less than five (5) days prior to the bid request opening date. If the proposed changes are acceptable, the City will advise other potential respondents, thereby maintaining equality in the bid process. Failure to advise the City could result either in rejection of the alternate proposal or in an untimely extension of the sealed bid process.

Vendors may be asked, as part of the bid evaluation process, to supply company financial information. This data will be held in the strictest confidence and be used only to help assess the stability of a responding firm. The records will be returned after identifying the successful respondent to the bid request.

Introduction

The City of Rochester is a local government of the State of New Hampshire. The City serves an area of approximately 44 square miles and a population of 32,492 (based on the US Census Bureau's 2020 Census). The City is governed by a City Council and managed by a City Manager.

Lack of affordable child care has been a significant national issue that was exacerbated by the COVID-19 pandemic, placing even greater stress on families with young children and impacting the greater economy. In addition to stress and financial challenges, insufficient child care contributes to negative economic outcomes, decreased productivity and performance, women leaving the workforce, shorter employee tenure and diminished career potential.

In an effort to address local child care needs, Rochester City Council has allocated American Rescue Plan Act Funds (ARPA) funds to fund a feasibility study, capital and startup costs to establish an Employer-Assisted child care program. As an Employer-Assisted Cooperative, this program would highly attract and retain City employees while supporting existing child care demands within the community. A Self-Directed Work Team has been established to design and recommend a model for a City of Rochester Child Care Cooperative to provide affordable, accessible, sustainable and quality childcare for City employees and the Rochester community.

The "Employer-Assisted Child Care Cooperative - City Manager Self-Directed Work Team" is embarking on the feasibility portion of their process and is seeking proposals for a needs assessment and feasibility study to inform program development recommendations. The ARPA funds allocated to establish this program must be expended by December 31, 2026.

The successful bidder to this RFP will be determined by the Rochester City Manager's Self-Directed Work Team and approved by the City Manager. This evaluation team reserves the right to reject any and all submittals and to waive irregularities and informalities in the RFP submittal and evaluation process.

This RFP does not obligate the City to pay any costs incurred by respondents in the preparation and submission of proposals in response to this RFP. Furthermore, this RFP does not obligate the City or its respective representatives to accept or contract for any expressed or implied services.

Successful respondents will work with the RFP evaluation team to finalize a formal contract/MOU with specific deliverables, timelines, and outcomes.

The RFP evaluation team will be responsible for monitoring performance to ensure alignment with contract requirements and deliverables. Contracts may be structured to offer an opportunity to evaluate and revise as necessary.

Applications may be submitted via e-mail, mail, or in person to:

City of Rochester, NH
Purchasing Agent
31 Wakefield Street
Rochester, NH 03867
Email: RFP23-35@rochesternhnet.onmicrosoft.com

Applications and related materials must be received no later than **April 5, 2023 at 5:00 p.m.** to be considered. The applicant assumes full responsibility for the delivery method chosen. Applications must be clearly marked with RFP 23-35.

Any questions related to this application may be directed to:
Purchasing Agent
31 Wakefield Street
Rochester, NH 03867
Phone: 603-335-7602
Email: purchasing@rochesternh.gov

Proposal Process and Instructions

The City of Rochester (“City”) is requesting proposals from qualified consultants and/or consulting firms to conduct a needs assessment and feasibility study related to establishing a City Child Care Cooperative. The Scope of Work for this RFP includes (but may not be limited to) Exhibit A of this RFP.

Applicants must submit a proposal that includes a narrative that describes capacity to meet eligibility criteria identified in Part 1 and project details in Part 2, and completed bid documents in Exhibit B.

Proposals will be evaluated against specifications as presented in this document. No award will be made to any bidder who cannot satisfy the City that they have sufficient ability and experience in this class of work and sufficient trained personnel to enable them to perform and complete delivery of the services successfully within the time named. The City’s decision or judgment on these matters shall be final, conclusive, and binding. Conditional proposals will not be accepted.

This Request for Proposal (“RFP”) is intended to establish a short-list of qualified entities with the proven capacity to meet the City’s goals. Once the short list is established, the Work Team may interview the top-qualified firms/teams and seek additional information regarding their proposed ideas, approach, business terms, and business relationship with the City. Based thereon, an entity may be chosen to enter into an agreement.

To facilitate review of the proposals, proposals must be organized to address each of the following in the order set forth below. You will not be evaluated on the formality of your response, only completeness.

At a minimum, the response must address/provide the following:

Part 1 – Qualifications, References and Organization Information

1. Information describing your firm/team.
2. Information on any subcontractors or consulting teams.
3. Describe your firm/team’s experience in needs assessments and data analysis, evaluating, planning, and designing early learning & childcare centers.
4. Describe the expertise and experience of the proposed professionals who would be assigned to work with the City, particularly the individual(s) who would be the City’s primary project contact(s).

5. A clear and concise rationale as to why the City should select your organization over other qualified organizations.
6. At least three references regarding your work on similar projects.
7. A certificate of status/certificate of good standing from your company's state of formation.

Part 2 – Project Details

1. Narrative or description of the general approach and methodology for the project.
2. Your firm/team's plan to perform the scope of work in Exhibit A, to include the following:
 - a. Defining the community and employer's (City of Rochester) childcare needs;
 - b. Formation and funding structure recommendations to establish and operate the Center;
 - c. Facility assessment and conceptual architectural design of the Center; and
 - d. Business Planning and Program Development
3. Describe your firm/team's experience with New Hampshire State licensing requirements and knowledge about the Rochester, NH community.
4. Provide at least two (2) examples of comparable projects (with stated justification as to why the examples are comparable) completed or underway;
5. A budget for the project aligned to significant project plan milestones, costs and tasks.

Part 3 – Evaluation & Scoring Criteria

All proposals will be evaluated based on the following criteria:

- Conformity to RFP
- Completeness of proposal
- Knowledge of local area
- Experience and qualifications of the vendor including the following:
 - o Knowledge and experience with employer-assisted early learning & childcare;
 - o Knowledge and experience with designing childcare needs assessments;
 - o Knowledge and experience with designing and conducting feasibility studies;
 - o Knowledge and experience with local governments and local childcare license laws and regulations; and
 - o Knowledge, experience and proposed practices regarding effective scheduling and budget management
- Availability and ability to meet timelines
- References of projects similar in nature
- Pricing and costs

- Experience and proposed practices regarding:
 - o Engaging community stakeholders
 - o Building effective community partnerships and collaboration
 - o Public-Private Partnerships

Methodology, Expertise, Local Area Knowledge and Qualifications (0-30 points)

Cost Proposal (0-30 points)

Conformity to RFP & Completeness of Proposal (0-30)

References (0-10 points)

After proposals have been reviewed, we may request additional information and/or an interview.

Part 4: Proposal Components

The following are the required documents for all RFP submissions. A submission without all components will be considered incomplete.

- A completed proposal as identified under “Proposal Process & Instructions”.
- A completed bid proposal form and bid certificate as provided in Exhibit B.

EXHIBIT A

Objective and Scope of Work to be Performed

The purpose and scope of this project is to provide a child care needs assessment, feasibility study and business planning to identify and serve the child care needs of the City of Rochester and Rochester community. This effort will provide a comprehensive picture of the current demand for child care services in the Rochester area, market for child care in the area, potential child care service types to meet demand, potential partnership agreement structures, feasibility analysis of identified City facilities, entity formation and operating models, estimated start-up costs, operating costs and financial models. Information gathered from the study will assist the City and community partners in determining potential priorities to create solutions to meet the childcare needs of the City of Rochester staff and the greater Rochester community.

A City Manager’s Self-Directed Work Team (“Work Team”) has been charged with facilitating a feasibility study and process, program management analysis and to develop final recommendations for a sustainable model. This scope of work will inform the Work Team’s final recommendations to the City Manager.

The City has identified city-owned facility options which, along with any additional options identified by this process, would be assessed as potential locations for the Child Care Cooperative by the feasibility study. Program management analysis should explore potential partnerships with external providers and determine if the program would be established as City-operated and managed, or in partnership with an external provider. Program management will ultimately be determined based upon what is most sustainable and beneficial to the City of Rochester and greater community, and the proposed model would be intentionally designed to not compete with existing childcare providers in Rochester. A board of directors would be explored in either management structure to work with a program director to oversee operations, and provide opportunities for participating parents to serve on the board. Analysis on integrating this program with existing City offerings by the Recreation Department and Public Library will also be explored, including but not limited to intergenerational programs to benefit both children and seniors.

The project consultant will be responsible for: identifying target audiences and participants; establishing appropriate data collection measures; and ensuring thoughtful and accurate interpretation of the feasibility study findings. More specifically, the project consultant will: design a data-collection plan, conduct the study, provide periodic briefings to the work team on preliminary findings from the data, and prepare a final report to be shared with the work team and City of Rochester. Gathering this information may involve speaking with and collecting data from a wide array of stakeholders, which may include: service providers, parents, City personnel, and community members.

The consulting project team will work closely with the City's work team during data collection efforts, such that the work team can identify and help mitigate any barriers that might occur with data collection.

Proposers are encouraged to think creatively and strategically about how best to approach meeting the City's goals and provide additional information as desired.

The results of the project should address, at a minimum, the following areas:

A. Community & Employer Need

1. Design and conduct a childcare needs assessment for the Rochester community and the City of Rochester employees.
2. Determine and define the community and City's need for childcare and the Employer-Assisted Cooperative.

B. Entity Formation

1. Propose options for the management structure of the child care cooperative to include both City-operated and partnership models.

2. Provide recommendations on the establishment of a board of directors or similar entity.

C. Facility Assessment

1. Assess city-owned facilities for rehabilitation into a Child Care Cooperative center.
2. Explore, assess and propose any alternative locations for the center within city limits. Include both city-owned and non-city owned parcels and properties.
3. Propose a conceptual architectural design for the Center based on scope and scale as identified in the proposed business plan.
4. Provide the estimated cost of the facility construction and a general breakout of those costs.
5. Provide details of how the facility will comply with all licensing requirements of the type of program you propose (students per square foot, safety requirements, etc.).

D. Business Planning and Program Development

1. Provide a business model for Early Childhood Education (ECE) services - i.e. subsidized, private pay, employer stipend to employee, employer pays the operator directly, or a mix of all of these. Infant/toddler care, Preschool, after school programs, etc. Include the estimated number of children and the age groups to be served.
2. Describe in detail the regulatory requirements for forming and operating an ECE/childcare facility.
3. Describe any recommended collaboration with partners or existing City programs and campuses.
4. Provide a pro forma budget for the ECE program.
5. Describe the necessary qualifications to operate an early care and education program.
6. Describe how the operator should be selected.
7. Provide staffing recommendations and planning.
8. Describe how the facility will meet the need for early learning and childcare in the geographic area.
9. Describe your plans to ensure that the ECE programming will be high quality (beyond just minimum health and safety requirements).
10. Provide a proposed timeline with specific benchmarks to determine if the project is on track.

11. Identify and list current critical community partners and their roles, as well as others.
12. Describe potential or anticipated challenges/barriers and how those would be resolved.
13. Describe how parents will be engaged by the ECE program, including whether there will be collocated services to support the whole family.

EXHIBIT B

INSTRUCTION TO BIDDERS

- I. PREPARATION OF BID PROPOSAL**
- II. IRREGULAR PROPOSALS**
- III. DELIVERY OF PROPOSALS**
- IV. ELECTRONIC BID FORMAT**
- V. WITHDRAWAL OF BID PROPOSAL**
- VI. PUBLIC OPENING OF BID PROPOSAL**
- VII. DISQUALIFICATION OF BIDDERS**
- VIII. CONSIDERATION OF PROPOSALS**
- IX. AWARD OF CONTRACT**
- X. CANCELLATION OF AWARD**
- XI. BID EVALUTAION**
- XII. LAWS, PERMITS & REGULATIONS**
- XIII. INSURANCE & LEGAL BUSINESS ENTITY**
- XIV. DEFAULT & TERMINATION OF CONTRACT**
- XV. OPENING BID RESULTS**
- XVI. BID FORM**
- XVII. BID CERTIFICATE**

I. PREPARATION OF BID PROPOSAL

1. The Bidder shall submit her/his proposal upon the form(s) furnished by the City (attached). The bidder shall specify a unit price for each pay item. All figures shall be in ink or typed.
2. If a unit price or lump sum bid already entered by the bidder on the proposal form is to be altered it should be crossed out with ink, the new unit price or lump sum bid entered above or below it, and initialed by the bidder, also with ink. In case of discrepancy between the prices written in words and those written in figures, the prices written in words shall govern.
3. The bidder's proposal must be signed with ink by an individual authorized by company to execute the proposal. Required information shall be name of authorized individual, title of individual, legal business name, address, email, and telephone number.
4. All questions shall be submitted in writing to and received by the Purchasing Agent at the above address, a minimum of 7 days prior to the scheduled bid opening. The Purchasing Agent, will then forward both the question and the city's response to the question to all known prospective bidders.

II. IRREGULAR PROPOSALS

Bid proposals will be considered irregular and may be rejected for any of the following reasons:

1. If the proposal is on a form other than that furnished by the Owner or if the form is altered or any part thereof is detached.
2. If there are unauthorized additions, conditional or alternate bids, or irregularities of any kind which may tend to make the proposal incomplete, indefinite or ambiguous as to its meaning.
3. If the bidder adds any provisions reserving the right to accept or reject an award, or to enter into a contract pursuant to an award.
4. If the proposal does not contain a unit price for each pay item listed, except in the case of authorized alternate pay items.

III. DELIVERY OF BID PROPOSALS

When sent by mail, the sealed proposal shall be addressed to the City of Rochester, Purchasing Agent, 31 Wakefield Street, Rochester, NH 03867. All proposals shall be filed prior to the time and at the place specified in the invitation for bids. Proposals received after the time for opening of the bids will be returned to the bidder, unopened. Emailed or faxed bid proposals are not acceptable.

IV. ELECTRONIC BIDS: Due to Covid-19 the City of Rochester has incorporated an electronic bid process. If an electronic format is to be utilized specific submission instructions will be identified in the bid cover page.

V. WITHDRAWAL OF BID PROPOSALS

A bidder will be permitted to withdraw his proposal unopened after it has been deposited if such request is received in writing prior to the time specified for opening the proposals.

VI. PUBLIC OPENING OF BID PROPOSALS

Proposals will be opened and read publicly at the time and place indicated in the invitation for bids. Bidders, their authorized agents, and other interested parties are invited to be present.

VII. DISQUALIFICATION OF BIDDERS

Either of the following reasons may be considered as being sufficient for the disqualification of a bidder and the rejection of her/his bid proposal(s):

1. Evidence of collusion among bidders.
2. Failure to supply complete information as requested by the bid specifications.

VIII. CONSIDERATION OF PROPOSALS

1. Bids will be made public at the time of opening and may be reviewed only after they have been properly recorded. In case of discrepancy between the prices written in words and those written figures, the prices written in words shall govern. In case of a discrepancy between the total shown in the proposal and that obtained by adding the products of the quantities of items and unit bid prices, the latter shall govern.
2. The right is reserved to reject any or all proposals, to waive technicalities or to advertise for new proposals, if in the judgment of the City, the best interest of the City of Rochester will be promoted thereby.
3. Bid results will be available on the website at www.rochesternh.net within 48 hours of the bid opening.

IX. AWARD OF CONTRACT

The City holds the right, in its judgment, to award the contract to the bidder, which it feels is in the best interest of the City. If a contract is to be awarded, the Contractor/Vendor selection shall be based in part on possession of the necessary experience, organization, technical and professional qualifications, skills and facilities, reference checks, project understanding, approach, ability to comply with proposed or required time to completion or performance, licensing or certification, in good standing with Federal, State and Local agencies, possession of satisfactory record of performance, cost and to a responsible and qualified bidder whose proposal complies with all the requirements prescribed as soon as practical after the bid opening. No bid shall be withdrawn for a period of (60) sixty days subsequent to the opening of bids without the consent of the City of Rochester. The successful bidder will be notified, by the form mailed to the address on his proposal, that his bid has been accepted and that he has been awarded the contract.

X. CANCELLATION OF AWARD

The City reserves the right to cancel the award of any contract at any time before the execution of such contract by all parties without any liability or other claim against the City.

XI. BID EVALUATION

In addition to the bid amount, additional factors will be considered as an integral part of the bid evaluation process, including, but not limited to:

1. The bidder's ability, capacity, and skill to perform within the specified time limits.
2. The bidder's experience, reputation, efficiency, judgment, and integrity.
3. The quality, availability and adaptability of the supplies and materials sold.
4. The bidder's past performance.
5. The sufficiency of bidder's financial resources to fulfill the contract.
6. The bidder's ability to provide future maintenance and/or services.
7. Any other applicable factors as the City determines necessary and appropriate (such as compatibility with existing equipment).

XII. LAWS, PERMITS AND REGULATIONS

1. The Contractor shall obtain and pay for all licenses and permits as may be required of him by law, and shall pay for all fees and charges for connection to outside services, and use of property other than the site of the work for storage of materials or other purposes.
2. The Contractor shall comply with all State and Local laws, ordinances, regulations and requirements applicable to work hereunder, including building code requirements. If the Contractor ascertains at any time that any requirement of this Contract is at variance with applicable laws, ordinances, regulations or building code requirements, she/he shall promptly notify the City of Rochester in writing.

XIII. INSURANCE & LEGAL BUSINESS ENTITY

1. Contractor and any related subcontractors will carry appropriate liability insurance, and be a legal business entity authorized to conduct business in the State of New Hampshire.

XIV. DEFAULT AND TERMINATION OF CONTRACT

If the Contractor:

1. Fails to begin work under Contract within the time specified in the notice to proceed; or
2. Fails to perform the work with sufficient workers and equipment, or with sufficient materials to assume prompt completion of said work; or
3. Performs the work unsuitably or neglects or refuses to remove materials or to perform anew such work as may be rejected as unacceptable and unsuitable; or
4. Discontinues the prosecution of the work; or
5. Fails to resume work, which has been discontinued, within the time frames included in specifications; or
6. Becomes insolvent or has declared bankruptcy, or commits any act of bankruptcy or

insolvency; or

7. Makes an assignment for the benefit of creditors; or
8. For any other causes whatsoever, fails to carry on the work in an acceptable manner the City of Rochester will give notice, in writing, to the Contractor for such delay, neglect, and default.

If the Contractor does not proceed in accordance with the Notice, then the City of Rochester will have full power and authority without violating the Contract to take the prosecution of the work out of the hands of the Contractor. The City of Rochester may enter into an agreement for the completion of said Contract according to the terms and conditions thereof, or use such other methods as in the City's opinion will be required for the completion of said Contract in an acceptable manner.

All extra costs and charges incurred by the City of Rochester as a result of such delay, neglect or default, together with the cost of completing the work under the Contract will be deducted from any monies due or which may become due to said Contractor. If such expenses exceed the sum which would have been payable under the contract, then the Contractor shall be liable and shall pay to the City of Rochester the amount of such excess.

XV. OBTAINING BID RESULTS

Bid results will be available on the website at www.rochesternh.gov within 48 hours of the bid opening.

BID PROPOSAL FORM
Bid # 23-35

Record total bid lump sum below.

\$ _____
(cost in numbers)

\$ _____
(cost in words)

Legal Business Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Primary Phone: _____ E-mail: _____

Mobile: _____ Fax: _____

Prices Good through date: _____

Authorization:

Print Name and Title _____

Signature: _____ **Date:** _____

Bid results will be posted after 48 hours on the City of Rochester's web site:
www.rochesternh.gov or will be available by request via e-mail at the following address:
purchasing@rochesternh.gov

Bid Certificate

The undersigned represents that they are authorized to bind the bidder to the bid amount specified and hereby offers to provide to the City of Rochester the commodities and services as contained in the attached competitive sealed bid specifications at the price stated in complete accordance with all conditions of the bid specifications. Furthermore,

The undersigned certifies that this bid is in all respects bona fide, fair, and made without collusion or fraud with any other person. As used in this section the word "person" means any natural person, joint venture, partnership, corporation or other business or legal entity

Signature/Title

Company

Date

Phone Number

Check here if appropriate : _____ (X) NO BID

Any deviations from the above stated specifications must be so noted and any bid prices must be reflective o/these deviations