

EXHIBIT C-1
CITY'S RFP



REQUEST FOR PROPOSALS
FOR
Childcare Center Operation and
Management
FOR
Los Angeles International Airport

Release Date Wednesday, January 27, 2021

Deadline to submit questions or comments for clarification Wednesday, February 10, 2021, 3:00 PM
Submit to LAWAProcurements@lawa.org

Due Date Wednesday, March 10, 2021
3:00 PM

RFP Administrator Javier Gomez
Los Angeles World Airports
Procurement Services Division

Note: All communications regarding this Request for Proposals shall be directed in writing to the RFP Administrator listed above. Written communications may be made through email, U.S. mail, or delivery service. Any proposer communicating with Los Angeles World Airports staff other than the RFP Administrator may be disqualified, and their proposal declared non-responsive.

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SECTION 1: THE OPPORTUNITY**1.1. Objective**

Through this Request for Proposals (RFP), Los Angeles World Airports (LAWA), a proprietary department of the City of Los Angeles (City), is seeking a professional Childcare Center Operation & Management proposal from qualified firms that currently provide licensed childcare services at private or public childcare facilities with a proven track record of successfully operating and managing centers of comparable size and quality as the LAX First Flight Child Development Center (Center).

Proposers should offer a proposal that demonstrates the ability to effectively operate and manage the Center within a competitive tuition structure with a strategy to implement best practices for health and safety within Federal, State, and local health and safety guidelines.

Upon award of a contract with LAWA, the successful proposer, under the direction of LAWA's Human Resources Division will be responsible for planning, developing, managing, and operating the Center in accordance with National Association for the Education of Young Children (NAEYC, <http://www.naeyc.org>) accreditation standards, and City, County, State, and Federal licensing requirements.

1.2. Background

The Los Angeles World Airports (LAWA) is a Department of the City of Los Angeles (City) established pursuant to Article XXIV, Section 238 of the City Charter. As a financially self-sufficient, proprietary department of the City, LAWA is under the management and control of a seven-member Board of Airport Commissioners (BOAC) appointed by the Los Angeles City Mayor and approved by the Los Angeles City Council. The Executive Director administers LAWA and reports to the BOAC. LAWA operates and maintains Los Angeles International Airport (LAX) and Van Nuys Airport (VNY).

LAWA employees and LAX tenants work 24/7. LAWA is committed to having on-site childcare services to save employees time, create opportunity for consistent attendance, and to help minimize parental stressors.

LAWA's Center is managed by LAWA's Human Resources (HR) Division, and is located just north of Los Angeles International Airport (LAX) on Lincoln Boulevard. LAWA owns the property and building. The Center has been operated under contracts with various vendors since opening in 1998.

The most recent contract ended effective June 30, 2020 because of low attendance during the COVID-19 safer at home orders, and resulted in decreased revenue and increased expenses.

On December 1, 1998, Board Resolution No. DA-3384, authorized LAWA to enter into a three-year contract for operation of the Center. Additional RFP's were released in 2001, 2004, 2008, 2011, and 2015. Previous contracts included a monthly operator's fee and landscaping and janitorial services, which are no longer provided by LAWA.

1.3. **Scope of Services**

Section 1.3.1.: Minimum Services Required of the Operator

1. **EVENTS:** manage an orderly and effective re-opening event, including the acquisition and placement of furniture, fixtures, and equipment not provided for by LAWA; prepare additional events as needed and requested by LAWA.
2. **POLICIES and PROCEDURES:** establish policies and procedures for Center operations; maintain a current Program Policies and Procedures Manual and ensure its implementation; and train successful candidates on program curriculum and Center policies and procedures.
3. **STAFF RECRUITMENT:** establish staff qualification and recruitment guidelines; recruit a qualified Director to operate and manage the Center to the specification of this RFP and subsequent contract; LAWA representatives reserve the right to meet all Director candidates placed on a short list and approve final selection before proposed Director is hired.
4. **ACCREDITATION, LICENSING, and INSURANCE:** obtain and maintain NAEYC accreditation for Center and City, State, and Federal licensing/permit requirements during the contract period; maintain required insurance levels.
5. **MARKETING:** cooperate with LAWA's Media Relations and Human Resources Divisions to promote Center enrollment.
6. **REPORTING:** provide periodic reports to the LAWA HR representative as requested or needed (see Section 1.3.2)
7. **BUDGETING:** maintain Center's budget through collection of tuition fees (at rates pre-approved by LAWA) and fully accept any and all risk of any operating losses associated with the Center's operation.

Section 1.3.2: Development Services

The Operator shall provide the following development services:

1. ANNUAL GOALS and OBJECTIVES:

- Develop and implement annual goals and objectives for the Center, including curricula, activities programs, and other activities as necessary and appropriate for the successful operation of the Center. Said goals and objectives are subject to LAWA approval.
- Develop and implement a Center philosophy, curriculum, and program content consistent with developmentally appropriate practice under NAEYC Criteria.

2. **COVID-19 STRATEGIES:** Develop, implement, and maintain a strategy to prevent and reduce contraction or spread of COVID-19 among children and staff in accordance with the Centers for Disease Control and Prevention guidelines on operating childcare centers.

3. **EQUIPMENT:** Re-imagine and update the existing playground to include new high-quality, COVID-19 safe equipment that is environmentally friendly and age-appropriate per licensing requirements. LAWA must approve any new equipment prior to installation.

4. TUITION:

- Develop Tuition Rates (see Section 5.2 for most recent rates) and Operating Budgets for each of the five (5) years of the contract period that reflect joint decisions made by LAWA and the Operator. Decisions may be mutually modified by LAWA and the Operator in the future. Items that may be jointly modified include, but are not limited to, days and hours of operation, staffing requirements, tuition, and eligibility criteria. Proposed Tuition Rates and Operating Budget will be subject to LAWA approval. Tuition fees shall cover expenses for nutritional morning and afternoon snacks and regular Center activities provided by Center staff on-site during operating hours.
- Requests for tuition rate increases must be based upon demonstrated substantial increase in LAWA-approved Operator's cost and are limited to no more than 5% annually.

5. **ENROLLMENT PROCEDURES:** Develop enrollment and waiting list procedures, subject to LAWA approval. All enrollment and withdrawal requests should be obtained in writing by Center staff.

6. PARENT INVOLVEMENT:

- Develop a plan for parent involvement in, and support for, the Center, including a Parent/Staff Board of Directors.
 - Develop and implement a parent communications program that includes a daily parent communication form to be completed by Center staff for all students, unless declined in writing by parent and advance notice of rate increases, changes in service, and/or closures.
7. MEETINGS: Develop, implement, and maintain a schedule for Parent/Staff Board of Directors, which includes the LAWA Contract Manager, meets at least quarterly, performs at least quarterly evaluations of Center operations, and includes recommendations to the Operator on Center concerns.
8. PLANS and PROCEDURES:
- Develop a written procedure, to be approved or modified by LAWA, to assure the regular updating, replacement, and supply of adequate materials and supplies.
 - Develop, monitor, and maintain an ongoing health, security, and safety program using best practices established by Federal, State, County, and City guidelines for childcare centers.
 - Develop and maintain written emergency and disaster plans annually.
 - Develop an educational program focused on promoting optimal physical, social, emotional, and intellectual development of each enrolled child.
 - Develop a plan for janitorial and landscaping maintenance.
9. EMERGENCY OPERATIONS:
- Develop and review Emergency and disaster plans on an annual basis, subject to periodic LAWA review and approval.
 - Keep current copies of written plans on file with LAWA representatives.
 - Maintain and make available Emergency Preparedness kits in each classroom.
 - Train employees to implement emergency and disaster plans.
 - Conduct emergency drills no less than once every six (6) months.

- Furnish emergency supplies to provide for the care and feeding of employees and children for a minimum of 72 hours.

Section 1.3.3. Operational Services include, but are not limited to the following:

1. Operate and manage the Center by providing childcare services for up to 102 children (or the maximum allowed based on COVID-19 guidelines), including care for children between the ages of six (6) weeks and five (5) years. Child age groups and teacher/student ratios shall be in compliance with City, State and Federal laws and regulations and the LAWA-approved operating budget of the Center. Services are to be provided between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday. Services, hours of operation, and budget may be modified.
2. Collecting tuition and fees.
3. Using accounting best practices to record and disclose income and expenses.
4. Providing oral and written reports to LAWA and parents.
5. Providing recommendations to LAWA as requested or needed.
6. Maintaining teacher/student ratios that match the NAEYC recommended levels, which may exceed minimum NAEYC requirements for accreditation, during all Center operating hours.
7. Providing extra-curricular activities including music, art, and sports, taught by professionals in the appropriate field.
8. Collecting Center Tuition at rates pre-approved by LAWA and issue receipts to the parents on date tuition payment is received.
9. Recruiting, hiring, training, supervising, disciplining, and discharging as appropriate the Center staff. Manage all compensation and employee relations functions. Maintain a current Employee Manual of employment policies and practices and oversee adherence to them. LAWA retains the right to review and approve the performance standards by which all Center staff will be measured. Procure and administer employee benefits.
10. Cooperating with LAWA's efforts to serve the LAX community by ensuring that children of LAWA employees are given the highest enrollment priority and that children of LAX tenant companies are given the second highest enrollment priority. Spaces shall only be offered to the general public when no children of LAWA or tenant employees remain on the Wait List for the affected class level.
11. Overseeing parent relations regarding day-to-day issues and special parent events. Conduct parent/staff meetings, prepare monthly newsletters, and daily student

reports. Create a Parent Handbook of Center policies, practices, and program quality procedures, and distribute to all parents. Offer parenting information and conduct parent education support meetings on a quarterly basis, at a minimum. Create opportunities for parent involvement in Center activities, events, and decision making and policy development.

12. Creating and maintain a learning garden at the Center to teach children about healthy eating and sustainable living.
13. Supervising the procurement of supplies and equipment and agreements for services with vendors. Operator shall select and use developmentally and age appropriate materials and equipment which project heterogeneous racial, sexual, and age attributes (per NAEYC Standard 2: Accreditation Criteria for Curriculum and the NAEYC Position Statement on Developmentally Appropriate Practice in Early Childhood Programs).
14. Maintaining all materials and equipment in good condition. When repairs are required, they shall be done promptly, in order to put the equipment, toy, or other item back in use as soon as possible.
15. Providing required custodial, maintenance, and landscaping services and notify the LAWA Contract Manager of the need for any facility repair to be provided by LAWA.
16. Coordinating with LAWA's Contract Manager, and with other LAWA Divisions as necessary.
17. Maintaining regulatory compliance with the State of California Department of Social Services and other regulatory agencies. Maintain required program records and respond to annual evaluator site visit requests. Adhere to modifications in regulatory requirements. Notify LAWA of any licensing-related activities or events, including site visits and any plans for corrective action, or written requests for information.
18. Cooperating with LAWA's efforts to achieve full enrollment at the Center and participate in publicity, public relations activities, presentations, tours for the Center, and ongoing recruitment efforts, at the discretion of LAWA.
19. Participating with LAWA in program evaluation, according to a schedule and format established by LAWA.
20. Offering professional opinion to LAWA regarding Center childcare issues.

Section 1.3.4: Monthly Reporting

Operator shall submit the following reports to LAWA:

1. **Annual Budget:** Provide LAWA with a detailed annual Center budget and a description of all budget assumptions and calculations, including income and expenses.
2. **Monthly Budget-to-Actual Reports:** No later than twenty-five (25) days following the end of each month, submit to LAWA a detailed monthly report of the actual income and expenses for the previous month and a narrative explanation of variances from the budget by line item.
3. **Monthly Status Report.** Monthly status report shall describe key issues and events at the Center which includes, but are not limited to, the following items:
 - a. Detailed Enrollment List with students' names separated by classroom assignment, and listing sponsorship status and number of days in attendance per week for each student;
 - b. Enrollment Summary by classroom assignment, sponsorship status, and number of days in attendance. This report should also include full-time equivalency of part-time students;
 - c. Enrollment Status Change Report detailing the movement of individual students into and out of each classroom, including dates and reasons for movement;
 - d. Detailed Waiting List with students' names, including sponsorship status, classroom to be assigned, anticipated number of days in attendance, and date student was added to Wait List;
 - e. Wait List Status Change Report detailing the movement of individual students onto and off of Wait List, including dates and reasons for movement;
 - f. Staffing changes, including termination and re-assignment of individual staff
 - g. members within the Center and statements of the reasons for such changes;
 - h. Center activities and special events for the upcoming month;
 - i. Parent issues and concerns, including complaints and removal of students from Center;
 - j. **Parent meetings and activities for upcoming month;**

- k. Facility maintenance, including requests made, date of original requests, and progress reports;
- l. Licensing and regulatory activity, including notification of site visits and other events;
- m. Pending issues.

4. Other reports as requested by LAWA.

1.4. **Qualifications**

LAWA does not intend to limit the type of entity that may propose. Proposing entities may include individuals, corporations, partnerships, limited liability corporations or joint ventures. The Proposer, i.e., the proposing entity, should be the legal entity that will execute the Agreement. Such entity may be one that is newly created for the purpose of proposing on this opportunity.

The Proposer need not have all the required skills and experience in house, but may assemble a team to provide the necessary skills and experience ("Proposal Team"). The Proposal Team may be assembled in a variety of ways, including through contracting, partnering, joint venturing, etc. It will be the entirety of the proposal team that will be evaluated and scored.

Proposers must clearly demonstrate and document in the proposal the following minimum qualifications. Proposals not meeting the minimum qualifications will not be reviewed nor evaluated.

1. No less than five (5) years of recent experience in the operations and management of properly licensed childcare facilities of the size and quality of the Center, including the care for children between the ages of six (6) weeks to five (5) years.
2. Must operate existing centers with NAEYC accreditation and have a proven track record for excellent child and parent service and satisfaction.

SECTION 2: THE PROPOSAL

2.1.1 CONTENTS

Proposers must:

- Verify that the proposal is complete and the firm has completely responded to all proposal items and administrative documents in the RFP.
- Make sure that the proposal is well organized and easy to read.

Written submittal to this RFP process will be the primary basis on which LAWA will consider its award for the contract; therefore, Proposers should be thorough, detailed and as concise as possible when responding to each proposal item and assembling a proposal. In the written proposal, Proposers must include responses to all proposal items requested. Proposers will not be able to add to or modify their proposals after the proposal due date. LAWA may deem a Proposer non-responsive if the Proposer fails to provide all required documents and copies.

In submitting the proposal, the Proposer agrees the proposal will remain valid for 180 days after the deadline for submission of proposals, and may be extended beyond that time by mutual agreement. Proposals accepted by LAWA in writing constitute a legally binding contract offer.

Proposals must contain all of the following:

2.1.2 Cover Letter

The cover letter, which will be considered an integral part of the proposal, must be on official company letterhead, identify the Proposer's legal structure (refer to Section 1.4) and be signed by the person or persons who have legal authority to bind the firm in contractual matters with LAWA. It must also contain their contact information. A copy of the Corporate Resolution or other appropriate evidence of authority must be attached to the cover letter. LAWA reserves the right to reject any proposal that contains an unsigned cover letter and/or submits incomplete documentation.

2.1.3 Table of Contents

Include a Table of Contents listing the various sections included in the proposal.

2.1.4 Executive Summary

The Executive Summary must include a brief statement of how the proposer shall meet the scope requirements as set forth in this RFP document. Proposers must also include information that demonstrates the team's strengths, the Proposer's capacity to carry out the type of assignments described in the proposed scope of services, the Proposer's experience and expertise, and a statement about why the Proposer's proposal would be the best selection. (2 pages maximum)

2.1.5 Organizational Chart, Team Identification and Staffing

A. Organizational Chart (3 pages maximum)

Proposers should submit an Organizational Chart with key staff members identified and a description of their experience, qualifications, and the scope of services they will be associated with. Similarly, the lead firm and subcontractors (if any) providing services as described in the scope of services should be described. Include the following information:

- i. Names and titles of individuals who will be involved in this project with company affiliation.
- ii. A Responsibility Matrix indicating the reporting structure and task responsibilities of each member of the project team.

B. Proposal Team Identification (3 pages maximum)

Proposers should provide resumes of key staff members as an appendix. Include everyone required to perform the scope of services.

Note: Once the Proposal is submitted, the composition of the Proposal Team cannot be altered without consent of LAWA. Once a contract is awarded and executed, LAWA must approve any changes to the key staff assigned to the project. New personnel are required to submit a resume stating qualifications and experience to accomplish the project. LAWA reserves the right to verify each candidate's experience and education.

2.1.6 Experience and References

A. Company Profile (3 pages maximum)

Proposers should provide a description of the Proposer/Firm with relevant information related to managing childcare centers with a proven track record of providing superior customer service and satisfaction:

- i. Identify Proposer's years of experience, number of staff, location of staff and/or offices (including location of the headquarters' office and any local offices with NAEYC Accreditation), telephone numbers, and email addresses.
- ii. Identify the names of all general partners or owner(s) of the firm, their titles, office locations, telephone numbers, and email addresses.
- iii. List key clients and other information relevant to the proposed scope of services.

B. Experience and References

List up to five (5) non-City, non-LAWA, references with which the Proposer has conducted similar childcare management services during the past three (3) years. References must include the following:

- i. Company
 - a. Company Name
 - b. Business Type
 - c. Address

- ii. Contact Person – this person should be the contract manager or principal individual with direct knowledge of the contract and service performance.
 - a. Contact Person Name
 - b. Title
 - c. Address
 - d. Telephone Number
 - e. Email Address
- iii. Project/Contract Start Date
- iv. Project/Contract End Date
- v. Description of the project/contract

Project/Contract Value – if a subcontractor, indicate the total value of the project/contract and the total value of the Proposer's portion of work on the project.

A list of all current and prior City of Los Angeles contracts, including LAWA contracts, held within the last 10 years shall be provided in accordance with the Administrative Requirements as outlined within Section 4.1: Administrative Requirements of this RFP.

LAWA, in its sole discretion, reserves the right to request additional references, to contact and verify all references, and to request additional supporting information from the Proposer as LAWA deems necessary.

2.1.7 Proposed Scope of Services, and Methodology and Financial Capability

A. Scope of Services (3 pages maximum)

Proposers should demonstrate an understanding and interpretation of the key goals and objectives of this RFP, including compliance with the various regulatory requirements associated with the Child Care Center Operation and Management and their understanding of the organizational and logistical needs inherent in the scope of services. Areas not in this RFP but which the Proposer believes are essential to the effective performance and completion of the required services should also be addressed.

B. Methodology (3 pages maximum)

Proposers shall present a plan describing the approach and methodology for accomplishing the services described in this RFP, including a policy for ongoing janitorial and landscaping maintenance. Areas not described in this RFP, but **which the proposer believes to be essential to the effective performance and completion of these services should be included.** (Example: cost savings for operation of this project)

C. Financial Capability (3 pages maximum)

Proposers should provide LAWA with an understanding of the Proposer’s financial capability to provide the services described in this RFP. LAWA reserves the right to request, at any time during the RFP process, any additional information it deems appropriate to assist in determining whether the Proposer has the requisite financial capacity.

The Proposer must provide:

- i. Financial statements for the most recent TWO (2) complete fiscal years audited and certified by a licensed public accountant, or if unaudited, then accompanied by a notarized statement from the Chief Financial Officer certifying the accuracy of the financial information contained in such statements.
- ii. All financial information for each partner, LLC/LLP member, or joint-venture, respectively, if the Proposer intends to organize as a partnership, LLC, LLP or joint venture.
- iii. Written statement from any person or entity to indicate the level of commitment together with the financial information detailed in this section as if the guarantor were the Proposer. LAWA reserves the right to require guarantors’ financial information if the Proposer is an LLC or LLP.

2.1.8 Cost Proposal

All proposers must submit a Cost Proposal consisting of the following:

- a. Proposed Tuition Rates not to exceed a 5% increase from most recent rates shown below:

LAWA	Month
Infants	\$1,084
Toddlers	\$1,093
Preschool1	\$ 919
Preschool 2/Pre-K	\$ 830

LAX Tenant	Month
Infants	\$1,476
Toddlers	\$1,298
Preschool1	\$1,092
Preschool 2/Pre-K	\$ 989

Community	Month
Infants	\$1,941
Toddlers	\$1,708
Preschool1	\$1,436
Preschool 2/Pre-K	\$1,300

- b. Projected Average Monthly Utilities: pay a predetermined monthly utility fee to LAWA to cover the estimated cost of water, gas, and electricity at the Center.

Fiscal Year (July 1st thru June 30th)	Projected Average Monthly Utilities*
FY 20-21	\$7,500
FY 21-22	\$7,500
FY 22-23	\$7,500
FY 23-24	\$7,500

*Note: Regardless of the cost of utilities per fiscal year, LAWA will chargeback \$7,500 per fiscal year to the contractor.

- c. Submit a Proposed Operating Budget for the five year term of the contract to be awarded.

2.1.9 Submission Format

General Instructions

Proposers must read, review, and understand this RFP, all the exhibits/attachments, and any addenda issued. Each proposer must submit a proposal in accordance with the instructions given in this RFP. The proposal must be prepared as specified herein regarding form, content, and sequence. LAWA must receive delivery of the full proposal (i.e. Part One and Part Two described below) and prepared as instructed within this and all other applicable areas of this RFP no later than the Proposal Due Date and time specified on the cover page of this RFP. Any proposal received after the deadline time and/or date specified for receipt will not be considered

The RFP will be divided into the two parts described below:

1. Part 1: The Proposal – Minimum font size is 11-point Arial. with a dividing title sheet corresponding to the subsections listed in within Section 2.1.2 – Table of Contents (with the exception of section 2.1.8. Submission Format).

2. Part 2: Administrative Requirements – shall contain the materials that demonstrate that the Proposer satisfies the administrative requirements. The forms to be completed to meet these requirements are contained in Section 4.1: Administrative Requirements of this RFP. All required administrative forms and statements must be completed, properly signed, and submitted along with the proposal. Incomplete submission of the required documents, including any that may need to be notarized by Proposer may deem the proposal non-responsive and it may not receive any further consideration.

Failure to follow page limits specified for submission areas may prevent a proposal from consideration. Proposer may submit supplemental information such as pictures, tables, figures, etc. where indicated as an appendix and are not subject to the page limitations.

2.1. PROCESS

2.2.1 Questions and Answers

All questions received by the deadline established below will be addressed in an addendum posted to www.labavn.org. In addition, should LAWA amend the requirements set forth herein, a written addendum will be issued reflecting any changes and such addendum will also be posted at www.labavn.org. **Thus, all firms submitting proposals in response to this RFP must register in www.labavn.org.**

All questions or requests for clarification on the RFP must be clearly presented in writing and transmitted via the email address and no later than the date and time shown on the cover page of this RFP.

2.2.2 Submission Requirements

Overview

1. Due to the effects of COVID-19 and the State of California 'Safer at Home' Order, LAWA will utilize Box.com to receive proposal submissions for this RFP. Firms shall utilize Box.com according to the guidelines set forth herein to provide their proposal submission for this RFP.
2. LAWA may require up to two physical copies of the proposal from a selected proposer. LAWA will make a formal request for these copies if they are desired. A selected proposer may also be required to submit one (1) wet signature copy of the Administrative Requirements documents. LAWA will make a formal request for these copies if they are desired. If physical copies are requested, LAWA will provide delivery instructions and due dates in the formal request.

Submission Requirements via Box.com

Potential Proposers should read, review and understand this RFP, all the attachments and any addenda issued. The Proposer should submit a proposal in accordance with the instructions given in this RFP. The proposal should be prepared as specified as to form, content, and sequence.

Proposals must be submitted electronically through the following process:

- A. Please save/scan your two proposal documents as PDFs with the following filename format:

Childcare_CompanyName_PartA_WrittenProposal

Childcare_CompanyName_PartB_AdminRequirements

- B. Please click on the following to submit your proposal documents:

Proposal Document Submittal

If you are unable to open the above link due to computer restrictions, open this document in Adobe Reader and copy-paste the following URL into a web browser (Chrome, Firefox, etc.):

<https://lawa.app.box.com/f/cf16f687f7304bd18186cc0076853e96>

- C. Important Notes Regarding Proposal Submittal:

- **Files must be successfully uploaded by the specified due date/time.**
- Please start the upload at least 30 minutes before the deadline to allow for file transfer.
- Please make sure to upload the individual files. Folders cannot be uploaded.
- The email address required for submittal may be contacted for questions and clarification.
- Proposal document revisions are allowed prior to the deadline. Please submit your updated files with the same filenames and LAWA will accept the latest copies prior to the deadline.

For further help regarding proposal **submittal**, please contact Joon Lee at jlee@lawa.org and Matthew Yeung at myeung@lawa.org

2.2.3 Evaluation and Selection Procedure

A. Evaluation Criteria

LAWA has established specific evaluation criteria to assist in the evaluation of proposals. The criteria are as follows:

Item	Evaluation Criteria	Points
1	<p>Organizational Chart, Team Identification and Staffing Experience and qualifications of the Center Director and key staff members, Qualification and background of the lead firm and subcontractor (if any) in providing services described in the scope of services</p>	25
2	<p>Experience and Accomplishments Current operation of existing facilities with NAEYC Accreditation, prior experience operating and managing childcare centers of similar size and quality, proven track record for superior customer service and satisfaction, reference verification</p>	25
3	<p>Proposed Scope of Services, Methodology and Financial Capability Demonstrated understanding of the scope of services, organization, coordination, and financial capability to perform necessary services within budget requirements</p>	25
4	<p>Cost Proposal Evaluation of the pricing, costs, and any other relevant factors</p>	25
Total Points		100

B. Interviews and Short-Listing

LAWA reserves the right to conduct interviews or to proceed without conducting interviews. The purpose of interviews, if conducted, would be to allow Proposers the opportunity to clarify and expand upon aspects of their proposal. They also present an opportunity to evaluate key personnel and discuss issues of experience, performance, financials, qualifications and quality assurance. Proposer(s) (either all or a short list) may be subsequently re-interviewed for final evaluation. Proposers may bring presentation boards or use on-screen PowerPoint presentations.

Furthermore, LAWA reserves the right to interview only a short list of Proposers or to establish a short list of proposals without conducting interviews. If a short list is used, it will be based on the evaluation panel using all the evaluation criteria listed above and by applying the same relative weights assigned to these criteria as listed. If LAWA elects to establish a short list among the Proposers, LAWA reserves the right for the Proposal Evaluation Panel to determine the number of short-listed proposals during the evaluation process. Scores arising from any short-listing process will not be carried forward to subsequent rounds or final scoring of the proposal/interview process.

C. Scoring and Ranking

Scoring will be accomplished by using a “Must” system. Under this system, after evaluating all proposals, each member of the evaluation panel must award the maximum potential points designated for each criterion above to at least one proposal that best meets the requirements of that criterion. Each evaluation panel member, however, may also award the maximum potential points to other proposer(s) that, in the opinion of the evaluation panel member, demonstrate(s) comparable quality in the criterion.

Once each evaluation panel member has completed scoring, the evaluation panel members’ scores will be converted to rankings (i.e. 1st, 2nd, 3rd, etc.). These rankings among evaluation panel members will then be added to determine the overall ranking by the evaluation panel.

D. Approval of Selection and Award of Contract(s)

Once contract negotiations are completed, the selected Proposer(s) will be required to enter into a contract agreement with LAWA. Any such contract(s) will be subject to award by the BOAC and approval as to form by the City Attorney. LAWA reserves the right to award a contract(s) based on all or only a portion of the scope of services outlined in this RFP.

LAWA reserves the right to award all or portions of a Proposer’s proposal and/or require that one Proposer collaborate with another for the provision of specific services, either prior to execution of a contract or at any point during the life of the contract.

2.2.4 Additional Terms, Conditions, Disclaimers, and Requirements

Proposers are expected to read and understand all terms, conditions, disclaimers, and requirements associated with this RFP. You will find the Additional Terms, Conditions, Disclaimers, and Requirements in *Appendix 4.6* of this document.

SECTION 3: THE CONTRACT**3.1. Contracting with LAWA**

It is the intent of LAWA to negotiate a contract with the selected proposer(s).

The contract for the Childcare Operation and Management will be awarded by the BOAC to the Proposer that best meet the requirements specified in this RFP. Degree of responsiveness to the RFP and qualifications to successfully implement the proposed program will be determined by LAWA from the information furnished by the Proposer in the submittals; the interview committee session, if held; and any other sources determined to be valid by Executive Management or the BOAC. An award will not be made until after LAWA has verified information regarding the demonstrated experience and responsibility of the Proposer. Each Proposer consents to LAWA obtaining such verification by submitting its proposal. LAWA reserves the right to reject all proposals.

Note: No contract or portion thereof may be assigned without consent of the Executive Director within his/her authority or the BOAC. The Contractor will not permit any subcontractor to be voluntarily assigned or transferred or allow the contract to be performed by anyone other than the original subcontractor(s) listed on the original response to the RFP without written consent of the Executive Director within his/her authority or the BOAC.

3.2. Payment for Services Rendered

The selected Contractor will submit invoices requesting payment for the services completed on the scheduled agreed upon in the contract. The contract will also determine how additional charges (if allowed) such as, City-approved reimbursable expenses incurred and labor hours incurred by personnel during the billing period will be invoiced. The selected Contractor will attach to each billing a status report specifying and itemizing in detail the tasks and deliverables, total monthly fees and expenses, and cumulative fees and expenses incurred to-date. Certain definitive tasks or deliverables may be paid on a task-fee basis if the contract stipulates. Other specific billing instructions will be described in the contract language.

SECTION 4: ATTACHMENTS

4.1. Administrative Requirements – Posted on www.labavn.org separately.

4.2: ADDITIONAL TERMS AND DISCLOSURES

BY SUBMITTING A RESPONSE TO THE REQUEST FOR PROPOSALS, A REQUEST FOR QUALIFICATIONS OR OTHER COMPETITIVE SOLICITATIONS (HEREINAFTER COLLECTIVELY REFERRED TO AS "SOLICITATION DOCUMENTS") ISSUED BY THE CITY OF LOS ANGELES (HEREINAFTER REFERRED TO AS "CITY") DEPARTMENT OF AIRPORTS (HEREINAFTER REFERRED TO AS "LAWA" OR "LOS ANGELES WORLD AIRPORTS") THE PROPOSER/RESPONDENT AGREES TO BE BOUND BY ALL OF THE TERMS, CONDITIONS, DISCLAIMERS, AND REQUIREMENTS SET FORTH IN THIS ATTACHMENT AND THIS SOLICITATION DOCUMENT.

CPRA: All documents submitted in connection with this Solicitation Document are subject to disclosure as required by the California Public Records Act (California Government Code Section 6250 et seq. hereinafter referred to as "CPRA") or the Ralph M. Brown Act (California Government Code Section 54950 et seq.). All submissions will become the property of LAWA. If LAWA receives a CPRA request for the release of submitted materials, then LAWA will notify the Proposer/Respondent of the request and its intent to disclose such materials. Such materials shall be released by LAWA pursuant to the CPRA unless the Proposer/Respondent timely obtains a court order prohibiting such release.

EXPENSE, OWNERSHIP AND DISPOSITION: LAWA shall not be responsible in any manner for any costs associated with the preparation or submission of any documents or materials purchased, prepared or presented during any interviews or any additional documentation provided or requested by LAWA. All submitted documents, including all drawings, plans, photos, and narrative material, shall become the property of LAWA upon receipt by LAWA.

LAWA shall have the right to copy, reproduce, publicize, release or otherwise dispose of each submittal in any way that LAWA selects. LAWA shall be free to use as its own, without payment of any kind or liability therefore, any idea, scheme, technique, suggestion, layout, or plan received during this competitive process.

RIGHT OF REJECTION AND WAIVER OF INFORMALITY:

LAWA and/or City reserves the right to reject any and all submittals and/or to waive any informality in the submittals when to do so would be to the advantage to LAWA and/or City. The receipt of any submittal shall not in any way obligate LAWA to enter into an agreement, concession agreement, lease, or any other type of contract of any kind with any Proposer/Respondent.

RIGHT TO RECEIVE ADDITIONAL INFORMATION AND VERIFICATION OF REFERENCES:

LAWA reserves the right to request any additional information at any time to assist in its evaluation. LAWA reserves the right to verify all submitted information, including all references and to contact third parties for additional references and information as it deems advisable. If any information stated in the submittal is found to be misrepresented in any manner, this may be grounds for disqualification of the submittal.

PROPOSER/RESPONDENT QUESTIONS:

If any Proposer/Respondent finds lack of clarity, discrepancies or omissions of any type of kind in this Solicitation Document or there is doubt as to the true meaning of any part of this Solicitation Document or if any Proposer/Respondent has any questions regarding any part of this Solicitation Document, written request for a clarification or interpretation should be clearly presented and transmitted by email to the address set forth on the cover page. The deadline for submittal of questions is set forth on the cover page. Responses to all written questions, corrections and clarifications to this Solicitation Document will be made in writing and made available to all prospective Proposer/Respondents as a Solicitation Document addendum. Only questions pertaining to this Solicitation Document will be answered. LAWA is not responsible for any explanation, clarification, interpretation or approval made or given in any manner except by addendum. All prospective Proposers/Respondents shall not rely upon any explanation, clarification, interpretation, or approval that is not contained in an addendum to the Solicitation Document. Any addenda so issued are to be considered part of this Solicitation Document. All prospective Proposers/Respondents that submit a response to this Solicitation Document are deemed to understand the contents of the Solicitation Document and any addendum thereto.

CONTACT WITH LAWA PERSONNEL:

Proposer/Respondent may only rely upon written information provided by LAWA. Proposer/Respondent shall not rely upon, and LAWA shall not be responsible for, any oral information or instructions provided in reference to this Solicitation Document. Proposer/Respondent must not attempt to contact members of the Evaluation Panel, LAWA staff or the Board to discuss or ask questions about the contents of this Solicitation Document, other than in writing as provided above. Improper contact with LAWA personnel may result in the disqualification of the Proposer/Respondent.

PROTEST PROCEDURES: The procedures and time limits set forth in this Attachment are the Proposer's/Respondent's sole and exclusive remedy in the event of a protest. Failure to comply with these procedures shall constitute a waiver of any right to further pursue the protest, including filing a government code claim or any legal proceeding.

These procedures are for the benefit of the City. The purpose of the following procedures is to provide a method for resolving, prior to award, protests regarding the award of contracts by City, by and through the Board. The procedures will enable the Board to ascertain all of the facts necessary to make an informed decision regarding the award of the contract.

A protest relative to a particular proposal, and all required copies, must be submitted in detail, in writing, signed by the protestor or by a representative of protestor, and received in the offices of the Los Angeles City Attorney's Office, Airport Division and the office of the Board, at the below addresses, before 5:00 p.m. of the fifth (5th) business day after issuance to the Proposers/Respondents of a notification of the intent to recommend by management of LAWA to the Board. The protest shall contain a full and complete statement specifying, in detail, the factual grounds and legal basis of the protest. The protest shall refer to the specific portion of this Solicitation Document, any submittal or other document which forms the basis for the protest. The protest must include the name, address, and telephone number of the protestor and protestor's representative.

All protests must be addressed to the Office of the City Attorney, Airport Division, One World Way, Room 104, Los Angeles, California 90045 with a copy to the Secretary of the Board of Airport Commissioners at One World Way, Los Angeles, California 90045 and a copy to the

Bureau or Division of the Department of Airports responsible for issuing this Solicitation Document.

The party filing the protest must, at the same time as delivery to the City Attorney's office and the secretary of the Board as set forth above, deliver a copy of the protest and any accompanying documentation to all other parties with a direct financial interest that may be adversely affected by the outcome of the protest. Such parties shall include all other Proposers/Respondents.

Respondent Protesting and potentially affected parties will be notified of the time and date that the protest will be discussed in a public session of the Board. Protesting parties will be given an opportunity to present their arguments at the public session. If the Board determines that the protest was frivolous, the party originating the protest may be determined by the Board to be irresponsible and that party may be determined to be ineligible for future contract awards.

ADEQUACY OF INFORMATION: The information presented in this Solicitation Document is provided solely for the convenience of Proposer/Respondent and other interested parties. It is the responsibility of the Proposer/Respondent and other interested parties to assure themselves that the information contained in this package is accurate and complete. LAWA provides no assurances pertaining to the accuracy of the data in this Solicitation Document.

ADDITIONAL DISCLAIMERS AND RESERVATIONS:

Failure by LAWA to object to an error, omission, or deviation in the submittal package will in no way modify this Solicitation Document or excuse Proposer/Respondent from full compliance with the requirements of this Solicitation Document. Neither the Board nor LAWA shall be obligated to respond to any submittal nor shall they be legally bound in any manner whatsoever by the receipt of a submittal.

All information stated in the submittal should be factual, truthful and should not be fabricated, embellished, extended or misrepresented.

LAWA reserves the right to postpone the submittal due date, cancel this competitive process; issue an addenda to this Solicitation Document; issue a new Solicitation Document; or, pursue other options when it is in LAWA's best interests to do so.

Each Proposer/Respondent must not have any pending, active or previous legal action or conflict of interest that would, in LAWA's sole judgment, prevent the Proposer/Respondent from fulfilling their obligations under the Agreement.

07/22/2015