

# Shared Services Alliance RFP Worksheet

## 4.1 Program Model Overview and Implementation

The goals and required components for each Shared Services Alliance Hub awarded under this RFP are specified in this section of the RFP. Grantees will have access to shared services experts and staff who will provide technical support to help Grantees fully build out their program model, implementation plan, and use of child care management software systems. The State of Iowa's procurement for identifying up to two financially supported child care management software systems (CCMS) is underway. Awarded Shared Services Alliance Hubs will not manage the CCMS across all members of the network but will help build Alliance membership awareness and use of CCMS. The CCMS will facilitate data sharing, efficient and effective business supports, and enable the Alliance to achieve scale.

**The goals of the Shared Services Alliance Hub program model supported under this RFP are:**

1. Strengthening business leadership via technology (i.e. utilize child care management software) and a focus on the Iron Triangle of ECE Finance metrics;
2. Reducing administrative overhead (i.e. marketing, enrollment, payroll, billing and fee collection, administrative staff, etc.), staffing costs (i.e. human resource supports, etc.) for Shared Service Alliance Hub Members;
3. Producing tangible cost-savings and increasing revenues for Shared Service Alliance Hub Members;
4. Helping participating programs shift revenue and reinvest cost-savings to improve the quality of child care services, such as increased compensation for child care staff or other goals identified by the Shared Services Alliance Hub Members;
5. Achieving sustainability of the Shared Services Alliance Hub through membership fees and other third-party fundraising to cover the ongoing cost of services provided by the Shared Services Alliance Hub.

## 4.2 The Grantee will be expected to support a Shared Services Alliance Hub with the intention to meet those stated goals and will include the following components:

1. Commitment to Shared Services Alliance Hub Members success and support:
2. Support and listen to Shared Services Alliance Hub Members, including creating systems for clear communication and feedback loops with and among Shared Services Alliance Hub Members;
3. Create structures that hold Shared Services Alliance Hub Members accountable for establishing effective and efficient business in their programs;
4. Operate efficiently and with a low administrative budget to support the Respondent's own management and oversight of the Shared Services Alliance Hub.

## 4.3 Basic Services to Be Provided to Shared Services Alliance Hub Members

1. Collect, track and report results based on the Iron Triangle of ECE Finance.
2. Provide at least two or more of the shared services. (Limited to the services listed in Section 1 of this RFP.)

## 4.4 Commitment to Data Use

1. Implement continuous quality improvement to enhance and modify work throughout the implementation in response to data, Shared Services Alliance Hub Member feedback, and emerging needs;
2. Collect and analyze data metrics on behalf of Shared Services Alliance Hub Members;
3. Regularly present Iron Triangle of ECE Finance data to Shared Services Alliance Hub Members, both individually and as a group, to help guide decisions and understand the impact of shared services.

#### **4.5 Metrics**

1. The Hub must design a way to collect baseline data in order to understand the change/ impact of the Alliance.
2. Number of Shared Services Alliance Hub Members by child care provider category;
3. Shared Services Alliance Hub financial data (including expenditures of contract funds and other federal/state/private dollars);
4. Overall enrollment as a percentage of staffed capacity;
5. Uncollected revenue by category (family fees, government subsidy, etc.);
6. Personnel cost as a percentage of total program budget;
7. Personnel cost by position type: percentage administration, percentage program (teaching, non-teaching);
8. Level/type of benefits, including but not limited to, paid time off – vacation and sick pay; insurances – health, dental, vision, life, etc.; employer contribution to a ‘qualified’ retirement account; and time out of the classroom for planning/reflective practice;
9. Staff turnover rate;
10. Gross revenue growth; and
11. Operating margin – expenses as a percentage of total revenue
12. Membership fees charged, provider memberships that are canceled/ended by provider category; services provided/offered; changes over time

## **Overview**

The successful Respondent shall provide the goods and/or services to the State using the Contract in accordance with the specifications as provided in this Section. The Respondent shall address each specification in this Section and indicate whether or not it will comply with the specification. If the context requires more than a yes or no answer or the section specifically indicates, Respondent shall explain how it will comply with the specification. Proposals must address each specification. Merely repeating the specifications may be considered non-responsive and may disqualify the Respondent. Proposals must identify any deviations from the specifications of this RFP or specifications the Respondent cannot satisfy. If the Respondent deviates from or cannot satisfy the specification(s) of this section, the Agency may reject the Proposal.

### **1. Mandatory Specifications**

All items listed in this section are Mandatory Specifications. Respondents must mark either **“yes”** or **“no”** to each specification in their Proposals. By indicating “yes” a Respondent agrees that it shall comply with that specification throughout the full term of the Contract, if the Respondent is successful. In addition, if specified by the specifications or if the context otherwise requires, the Respondent shall provide references and/or supportive materials to verify the Respondent’s compliance with the specification. The Agency shall have the right to determine whether the supportive information and materials submitted by the Respondent demonstrate the Respondent will be able to comply with the Mandatory Specifications. If the Agency determines the responses and supportive materials do not demonstrate the Respondent will be able to comply with the Mandatory Specifications, the Agency may reject the Proposal.

#### **5.1 Enter Mandatory Specifications**

**5.1.1** Applicants must be able to do business with the State of Iowa (tax-exempt nonprofit organization, LLC, etc.). Be designated as a tax-exempt organization classified as a Section 501(c)3 under Internal Revenue Code, or local government or 28E status. For vendor registration documents, go to: <https://das.iowa.gov/procurement/vendors/how-do-business>

**5.1.2** Demonstrate the ability to obtain and manage private match of funds and/or services; Match funding is described in 5.2.7 of this RFP.

**5.1.3** The ability to pay for services up front and then submit invoices with supportive documentation in order to be reimbursed.

**5.1.4** The ability to track and submit required data, such as but not limited to; current expenditures that demonstrate an on-going record of expenditures aligned with the implementation of shared services and remaining available funds.

## **5.2 Scored Technical Specifications**

All items listed below are Scored Technical Specifications. All specifications will be evaluated and scored by the evaluation committee in accordance with Section 6, Evaluation and Selection.

### **5.2.1 Provider Participation**

**5.2.1.1** Identify Eligible Child Care Providers you intend to serve (centers, homes or both)? How many Eligible Child Care Providers do you anticipate will participate in year one? And in subsequent years? Approximately how many children and families do these providers serve? (100 words)

**5.2.1.2** Explain the current local ECE landscape, access barriers, and needs in the region and Eligible Child Care Providers you intend to target. (200 words)

**5.2.1.3** Identify the challenges you anticipate when launching this Shared Services Alliance Hub? What strategies will you take to address these barriers? Examples may include language barriers for providers, educational barriers for teachers, lack of community investment in quality, etc. (200 words)

## **5.2.2 Organizational Readiness**

**5.2.2.1** Describe the experience your organization has in improving early care and education business leadership and/or scaling operational efficacy. (200 words)

**5.2.2.2** Describe any local, regional, state or national resources your organization can leverage as a match to support the launch and implementation of your Shared Services Alliance Hub. These may be financial, operational, collaborative partnerships, etc. (200 words)

### 5.2.3 Shared Services Alliance Hub Services

Select all services that will be offered with the launch of your Hub. (Checklist)

- Bulk purchasing- *of goods and services, including but not limited to classroom supplies and equipment, etc.*
- Benefits: *Health care, (including navigation support for the Affordable Care Act Exchange), retirement, Telemedicine, Paid Time Off (PTO), Health Savings Accounts (HSA), etc.*
- Tax Preparation and Support
- Accounting and Bookkeeping
- Marketing and recruiting (children/parents) and enrollment support
- Non-Profit board consultation, education, and management supports
- Payroll Processing
- Child and Adult Care Food Program (CACFP) Administration
- Human Resources Support: *including salary scale, job descriptions, staff recruitment, screening, on-boarding, Human Resources policies*
- Legal Support
- Technology support- *hardware and software connectivity*
- Billing and Fee Collection
- Facilitating provider access to multiple funding streams, *including: private scholarships, child care subsidy, Head Start and Early Head Start, PreK, etc; and helping families access public subsidy*
- Transportation services
- Fundraising and development support
- Farm to Table- work with local producers to leverage access to fresh foods
- Liability Insurance awareness and enrollment support
- Facility repair, maintenance, janitorial services

### 5.2.4 CCMS Technology

In addition to selecting one or more of the above services, each Shared Services Alliance Hub must agree to ensure that all Shared Services Alliance Hub Members use an automated child care management system (CCMS) to support operations and data collection to track business metrics. Describe how you intend to meet this requirement (50 words)

### **5.2.5 Data metrics**

Each Shared Services Alliance Hub must agree to collect, track and report results based on the Iron Triangle of ECE Finance. Additional metrics should be specific and relate to individual services offered. Grantees must be able to track baseline and ongoing metrics to show the benefit of shared services for Shared Services Alliance Hub Members. For each service selected, Respondent must detail:

- Proposed metric(s) to be collected, and
- Plan for baseline and ongoing data collection and analysis. (100 words)

### **5.2.6 Shared Services Alliance Hub Operations**

**5.2.6.1** What is the target region for your Shared Services Alliance Hub? Identify cities, towns and/or counties the Shared Services Alliance Hub will include (50 words)

**5.2.6.2** Explain the governance and staffing model necessary to operate your Shared Service Alliance Hub. Staffing models should maximize access to needed expertise and minimize cost. Considerations for your staffing model include: (200 words)

- Can your organization's existing staff, consultants and subcontracts with other organizations be leveraged?
- Do you envision staffing from existing personnel, or the recruitment of new staff?

**5.2.6.3** Describe the membership composition needed to operate your Shared Service Alliance Hub. Include details such as ideal number and type(s) of eligible child care provider, as well as characteristics or experiences that would be beneficial. (150 words)

**5.2.7 Match** Proposals must include a budget that demonstrates 70% of funding from the Shared Services Alliance Hub contract and 30% from private sector local match. Private match can include the value of the following contributions:

- Cash or private funding
- Provider fees
- Project specific salary - salary expenses for whomever is performing the service (i.e., if payroll, would be the salary expenses for that individual.)
- Labor - costs related to services performed by an organization that is not the respondent
- Materials - items needed for the shared services alliance hub to do the service identified
- Equipment (i.e. use of computers, software, copy machine, etc.)

Match contributions may be in the form of cash or in-kind services; no more than 10% can be in-kind. For example, a project budget of \$50,000 is eligible to apply for \$35,000 in funds from Shared Services Alliance contract. Of the \$15,000 match requirement, \$1,500 can be in-kind match.

**Cash-match:** Cash that is contributed specifically to cover the actual costs of a program.

**In-kind match:** Direct contributions to the project in the form of an effort or goes with dollar value specified. These amounts must be: verifiable, directly necessary for proper and efficient accomplishment of project objectives, and from non-governmental sources.

What are the limitations on local match?

If cash-match is identified, a letter from the private source is submitted with the application.

If in-kind match is identified, provide a description of the source(s) of funding within the application.

Local match contributions must be from non-governmental sources;

Match counted must be received during the project period;

The same cash, effort and/or goods cannot be used to match more than one project.

Contract funds will not be expended until grantee can show match funds are secured. (200 words)



## **5.2.8 Technology**

**5.2.8.1** Describe how the needed technology will be used to support the Shared Services Alliance Hub members. (50 words)

**5.2.8.2** Describe your organization's current technology infrastructure, include usage of technology and for what purposes. (200 words)

**5.2.8.3** Explain your proposed Shared Services Alliance Hub technology solution(s). Note that your technology solution should ensure that Iron Triangle of ECE Finance metrics can be collected and analyzed as well as to facilitate implementation of other services your Shared Service Alliance Hub will offer. (200 words)

### **5.2.9 Member Recruitment**

Describe your organization's plan for identifying Eligible Child Care Providers and sharing the value proposition of shared services. What tools and resources does your organization currently use for communication and marketing to ensure you reach your intended audience? (200 words)

### **5.2.10 Timeline**

Grantees must expend contract funds by June 30, 2024.

Describe your detailed timeline to launch your Shared Service Alliance Hub. Include key milestones such as securing staff and/or contractors, recruiting Eligible Child Care Providers, collecting baseline data, rolling out services/supports identified in your Proposal, etc. (200 words)

### **5.2.11 Indirect/Administrative Costs**

Applicants may charge either indirect or administrative costs, but not both. If charging administrative costs, costs may not exceed 15% of the total budget.

### **5.2.12 Sustainability Plan**

This contract will provide funding for the initial Shared Services Alliance Hub launch and implementation. However, successful Respondents must anticipate how they will ensure sustainability when these contract funds are no longer available. Describe your plan for sustainability, including but not limited to calculating and implementing membership fees, leveraging other third party funds, maximizing technology and achieving deeper levels of efficiency to lower costs, finding additional partners, etc. (200 words)

### 5.3 Optional Specifications

All items listed below are optional, non-mandatory specifications. These specifications will be evaluated and scored in the technical proposal. Cost for optional specifications shall be identified in the cost proposal; however, costs for optional specifications will not be considered in the determination of the cost score.

**5.3.1** The State of Iowa will prioritize applications that target one or more of the optional specifications. Describe how you will serve providers whose enrollment includes: (200 words)

- serving families in the Child Care Assistance Program,
- programs participating in either the IQ4K® or QRS,
- programs serving refugee/minorities/underrepresented populations),
- programs that have staff participating in T.E.A.C.H. Early Childhood ® IOWA
- programs that have staff participating in WAGES® IOWA
- new Eligible Child Care Providers (began operations within the previous year)
- participating in a workforce compensation program with community partners

#### 3.2.3 Applicant Information:

**Name:**

**Address:**

**Phone:**

**Email:**

**Form of business entity:**

**Subcontractors:** Identify the name, contact information and qualifications of any subcontractors who will be involved with this project the Respondent proposes to use (i.e. to provide/deliver shared services) and the nature of the goods and/or services the subcontractor would perform. If not determined by time of submittal, provide an overview of any criterion you have set for the entity and strategy for identifying the entity to perform the service.

**Respondent's accounting firm** (*submit copy of most-recent audit*). If no audit, describe if the Respondent has an accounting firm or process for conducting the accounting functions for their organization.

**3.2.4 Experience:** The Respondent must provide the following information regarding its experience and those that would be providing the service(s) identified:

**3.2.4.1 Number of years in business.**

**3.2.4.2 Number of years of experience with providing the types of goods and/or services sought by the RFP.**

**3.2.4.3 The level of technical experience in providing the types of goods and/or services sought by the RFP.**

**3.2.4.4 A list of all goods and/or services similar to those sought by this RFP that the Respondent has provided to other businesses or governmental entities**

**3.2.5.1 Has the Respondent had a contract for goods and/or services terminated for any reason? If so, provide full details regarding the termination.**

**3.2.1 Criminal History and Background Investigation**

The Respondent hereby explicitly authorizes the Agency to conduct criminal history and/or other background investigation(s) of the Respondent, its officers, directors, shareholders, partners and managerial and supervisory personnel who will be involved in the performance of the Contract.