

**1990 FOLSOM STREET FAMILY HOUSING
REQUEST FOR PROPOSALS
EARLY CHILD CARE AND EDUCATION SERVICE PROVIDER
JUNE 15, 2018**

PROJECT SPONSOR CONTACTS:

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Mission Economic Development Agency (MEDA) and Tenderloin Neighborhood Development Corporation (TNDC) are seeking a community-serving, high quality early care and education provider (the Provider) at 1990 Folsom as part of a planned mixed use 8-story housing development with approximately 14,400 sq. ft. of community-serving commercial space on the first floor (the "Project"). The Provider can tentatively expect turnover of their space by February 2021 for tenant improvement build out.

The proposed Child Care shell space has an approximate net leasable space at 4,569 sq. ft. and 1,541 square feet of dedicated Child Care Open Space (*See attached floor plans*). Applicants should propose the rent and Tenant Improvement structure that best fits their business model. Provider will be responsible for payment of all real estate taxes or maintain a property tax welfare exemption.

A. Project Description

1990 Folsom is an eight-story 143-unit 100% affordable rental housing development for families in the Mission District. The development's commercial space will include a licensed high quality early care and education center and arts-related Production, Design, and Repair (PDR) uses. The Project is receiving funding from San Francisco's Mayor's Office of Housing and Community Development (MOHCD). Selected Provider will be subject to the city's requirements on the property during operations. The Project aims to promote the development of permanent affordable housing for low-income households in San Francisco that is consistent with the 2015 voter-approved General Obligation Housing Bond (Proposition A), as well as the City's Consolidated Plan, Master Plan Housing Element, and the 10-Year Plan to Abolish Chronic Homelessness.

1990 Folsom is located within one block of two additional housing projects located at 490 South Van Ness and 2060 Folsom – all created in response to grassroots demands for affordable housing with community benefits. This family-centric building will be part of the Mission Promise Neighborhood vision, which builds a future where every child excels and every family succeeds. In this future, students enter school ready for success, and graduate from high school prepared for college and career, and the Mission District thrives as a healthy and safe community that provides families and their children the opportunity to prosper economically and to call San Francisco their permanent home.

To that end, MEDA and TNDC are seeking proposals from experienced high quality early care and education service providers focused on serving children from ages 0 to 5 (preference for 0-3) for leasehold occupancy of the proposed childcare space. The proposed childcare space is approximately

4,569 square feet of indoor space, 689 square feet of covered outdoor space, and 852 square feet of open outdoor space (~1,541 square feet of outdoor space in total).

B. Proposed Project Timeline

Design: Warm shell design for the building in connection with the commercial space has been completed. Interior design for the commercial space is expected to be completed by the future tenant by October 2018. The future tenant should budget for their own design services, and plan for design coordination between their architect and the project architect, Leddy Maytum, Stacy, Architects.

Financing: The project team is now securing financing for the overall project. The Tenant is expected to submit a financing plan describing funds that will be available for tenant improvement buildout and operating support as part of a successful response to this request for proposals, with a detailed financing plan, including letters of commitment for financing, presented as a condition of execution of a letter of intent. As presently proposed, Project Sponsors will not offer a tenant improvement allowance to make the hot shell improvements necessary for an occupancy permit for a childcare space. The Tenant will be expected to show evidence of commitment for 50% financing for their tenant improvements six months before tenant improvement construction starts. The Tenant will be expected to show evidence of commitment of 100% of financing by Tenant improvements construction start date.

C. Provider Selection Criteria

Priority will be given to respondents that are a community-serving nonprofit, 501(c)(3) organization. The Provider should have a qualified Director/Site Supervisor that meets Title 5 requirements with a proven track record of providing publicly-funded program services in San Francisco for a minimum of five (5) years. Service Providers should have the ability to provide subsidized services through Title 5 contracts/subcontracts, and/or Head Start and/or Early Head Start, and/or other government-funded subsidies, and demonstrate the ability to serve populations of families with subsidy vouchers. Service Providers who are Family Resource Centers and Service Providers that have demonstrated the ability to serve mixed populations of subsidized families and private payers are strongly encouraged to apply.

The sponsors seek a tenant that fits the following criteria as closely as possible:

I. Provider's Physical Needs Match this Space

- The total space is 4,473 sq. ft. on the ground floor, exclusive of an additional 1,565 square feet of childcare dedicated outdoor space.
- Pursuant to San Francisco Zoning Code Section 843.35, Urban Mixed Use (UMU) districts permit Child Care Facility program use only; administrative office use is not permitted except as an accessory use.
- The entry to Childcare Space is from Shotwell Street.
- See attached floor plan for proposed childcare space location and layout

II. Matches Vision for the Development

- Provider to deliver services that are part of a collective impact prenatal-to-career

continuum. Services complement other ground floor tenants' services at the building. As described above, the balance of the ground floor non-residential uses will be community serving, arts-oriented Production, Design, and Repair users. Ideally tenant is willing to engage in a collective impact approach towards providing services. Programming highlights will be stated in the Lease Agreement.

- Prioritize building residents for services if eligible. This will be stated in the Lease Agreement.
- Services are Mission District-focused. Mission District focus will be stated in the Lease Agreement.

III. Organizationally and Financially Sustainable

- Demonstrate sustainability both organizationally and financially.
- Ability to commit to milestones with increased level of commitment throughout the project.
- Ability to pay for tenant improvements through a capital campaign or with other funding commitments.
- Propose a rent and TI structure that ensures a sustainable childcare operation that meets the goals of the Project.

D. Proposal Format

All responses must include the following components:

Cover Letter
Section 1 - Technical Proposal, and
Section 2 - Cost Proposal.

The Technical Proposal shall contain no reference to, or discussion of, cost. The Cost Proposal shall identify costs and projected incomes with necessary explanations/detail.

Please include all information requested in this RFP and include any other information that will be helpful to the selection process. The submittal should be prepared simply, providing delineation of your organization's capabilities to satisfy the requirements of this RFP. Elaborate bindings, colored displays and promotional materials are unnecessary. Emphasis should be on completeness and clarity.

SECTION 1 - Technical Proposal

A) Statement of Philosophy and Mission Statement (one page maximum) Include how many low- income families are served in existing programs.

Provide a brief statement about your organization that shares background information, program philosophy and mission, including the most important goals of a high quality early care and education program; detail the salient features of your organization and the conclusions as to the reasons why your organization is most qualified and should be selected.

B) Children's Programming (two pages maximum)

Describe the overall curriculum philosophy and approach and how many will be served and targeted income levels. If a particular curriculum model is subscribed to, name it. See expectations in Service Provider Program Responsibilities above.

C) San Francisco's Quality Connections Initiative Participation

If your program participates in the San Francisco Quality Connections Initiative, please provide your latest QRIS scores and date of those scores.

C) Qualifications and Experience of Teaching Staff

Detail the educational attainment level and relevant experience of all teaching staff, and provide a resume of each staff member. If staff has yet to be hired, include detailed job descriptions, requirements and recruitment strategies to ensure the appropriate hire.

D) Program Operation and Staff Patterning

Detail the schedule of operation (including hours and days), and the staffing pattern (should reflect all parts of the day) to ensure that adequate coverage will be maintained (including adult-child ratios and group sizes).

E) Director/Site Supervisor

Detail the educational attainment level and relevant experience of all lead staff that would be the Center administration, and provide a resume of each staff member. If staff has yet to be hired, include detailed job descriptions, requirements and recruitment strategies to ensure the appropriate hire.

F) Scope of Services

Explain how your organization's program for young children will facilitate strategic planning and program evaluations in areas of quality curriculum, assessments in support of learning objectives for children, screening and identification of children with special needs, risk management, and meeting health and safety standards. Describe what processes, procedures and tools will be used to ensure high quality early care and education programming and environments. Provide a copy of the Parent Handbook and the Staff Handbook.

G) Food and Nutrition

Describe the proposed food and nutrition services to be provided. Please identify how your program supports child health and development in its food and nutrition services.

H) Partnerships

Describe your organization's plans to generate family support and involvement in your program. Explain how your organization works with shared governance as it relates to staff, children, parents, etc. Describe how your organization is engaged in partnerships with fellow community-based organizations that support and enhance your programming for young children and their families. Describe how your organization will partner with the San Francisco Unified School District to ensure effective enrollment and transition to kindergarten.

I) *Cultural Diversity*

Describe your organization's track record in providing program services that address the cultural, linguistic needs of children and their families, beyond translation of materials. This includes the demonstrated capacity to tailor the provision of program services to diverse types of families.

J) *Cultural Humility*

Please describe your organization's commitment to cultural humility including staff's commitment to lifelong learning, continuous self-reflection on one's own assumptions and practices, comfort with not knowing and recognition of the power/privilege imbalance that exists between families and educational professionals.

K) *Trauma-Informed Care and Practice*

Please describe your organization's efforts to integrate trauma-informed care into programs and practices.

L) *Marketing, Public Relations, and Fundraising*

Describe your proposed strategy and metrics to ensure the enrollment priorities as outlined in the Service Provider Program Responsibilities section above will be met. Describe your proposed strategy and metrics to recruit and maintain enrollment, and secure subsidies and other funding needed to ensure the requirements for serving low/moderate income and at-risk children as outlined in the Service Provider Program Responsibilities section above will be met. Describe your organization's methodology for determining tuition and scholarships, including the processes, procedures and tools used to ensure that fees charged are in keeping with the economy and a family's ability to pay.

M) *References*

Provide a minimum of three (3) references, including name, address, e-mail address, and telephone number of persons/agencies that can attest to your organization's performance as it relates to high quality early care and education services, as well as three (3) references of persons/agencies that can attest to your organization's financial stability.

N) *Facility/Operations*

Describe any experience your organization has had with capital financing, design, permitting, construction build-out (including project management of the project) and licensing and start-up of a high quality early care and education program(s) and with working with San Francisco permitting and approval agencies. Provide your plan and a timeline to complete the capital financing, design, permitting, and construction build out and licensing and start-up of the Center, assuming you are selected as the Service Provider.

O) *Compliance with MOHCD Policies*

The selected Provider shall comply with MOHCD's SBE, Workforce, and Prevailing Wage policies as they pertain to the Design and Construction build-out of the warm shell. Please describe any experience your organization has with Workforce and Contracting Policies (with MOHCD or other relevant entities) as it relates to design and construction, and articulate how you intend to achieve a 20% SBE contracting participation goal. Please identify the person who will be responsible for MOHCD policy compliance.

SECTION 2 – Cost Proposal

A) *Maximizing Economy and Operational Effectiveness*

Describe your organization’s methodology for providing access to high quality early care and education services that minimizes cost and maximizes economy and operational effectiveness, include information on your organization’s budget planning and account services.

B) *Rent and Tenant Improvement (TI) Structure*

Please describe your proposed rent and tenant improvement structure.

C) *Operational Budget*

Provide a detailed operational budget, with narratives as needed, that includes the following:

1. Salaries - identify all employee’s salary costs and benefits.
2. Administrative Costs - identify administrative costs, insurance, professional development, substitutes, food costs, marketing expenses, and any other expenses predicted for the operation of the Center.
3. Income - identify all income, including other sources of income predicted as revenue (e.g., food subsidies, fundraising, etc.).

D) *Tuition/Fee Proposal*

For fee paying families, provide a proposed tuition/fee schedule that covers all aspects of the program/services (infants, toddlers, preschool, part-time, full-time, sick-care, drop-offs, etc.). Identify the cost per week for each category of user and any additional costs to users beyond tuition. Specify the services which are included in the tuition (e.g., food, special classes). Specify the number of hours of care per day the tuition fee reflects. Indicate, if appropriate, what charges will be for additional hours. Provide information on your scholarship, financial aid, or any other type of assistance provided to families, including policies and procedures and application for tuition assistance.

E. Next Steps

June 15, 2018	RFP Released
June 18 th , 2018	Last Day for Questions
July 3 rd , 2018	Proposals Due 5 PM
July 10 th -11 th , 2018	Provider Interviews
July 20 th , 2018	Selection of Provider
August 10 th , 2018	Anticipated MOU Execution
February 4 th , 2019	Overall Construction Start (subject to change)
Q4 2020	Lease Commencement (subject to change)
Q2 2021	Tenant Improvements start (subject to change)

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THE MISSION PROMISE NEIGHBORHOOD (MPN) INITIATIVE

Mission Promise Neighborhood (“MPN”) is a city-wide collective-impact partnership to develop a prenatal-to-college continuum that ensures that all Mission children graduate prepared for college and career and families achieve financial stability. MEDA received award number U215N120046 from the U.S. Department of Education under the Promise Neighborhoods Program, CFDA #84.215N for the MPN program.

MPN serves all families in the Mission but targets low-income Latino families and works to address academic and financial disparities that exist for these families.

The U.S. Department of Education has provided a framework for our continuum, this framework includes 10 results and 15 indicators. For the early childhood part of the continuum we are working on one result and four indicators:

Result: Children are ready for school

Indicators:

- 1) Children have access to a medical home.
- 2) Children demonstrate age-appropriate functioning as measured by the DRDP assessment at 3 and 4 years old and the Kindergarten Readiness Inventory (KRI) at Kindergarten.
- 3) Children have access to a high quality formal early learning program, both family child care and center-based programs.
- 4) Parents support learning by reading to their children three or more times a week.

The MPN network of partners agree to the following responsibilities:

1. Collective Conversations/Partner Meetings
 - a. Attend all-partner meetings (Executive Director and Program Director/Manager) to contribute to collective conversations and sustainability initiatives.
 - b. Attend MPN Referral Network meetings.
 - c. Attend designated Action Team meetings by program area. I.e. Early Learning, K-12, and Family Support.
2. Collective Data
 - a. Collect consent for data sharing from program participants and submit key data elements identified by MPN’s evaluation team and the Department of Education according to the MPN timeline.
 - b. Review and adhere to the Calendar of Reporting requirements- data collection and reporting estimated to require 20 hours per month.
 - c. Continuous improvement of program performance measures to demonstrate alignment and impact toward MPN neighborhood-wide results.
 - d. Use the Referral Tool to send and receive referral for families across the network of partners.

- e. Assist in planning and executing the bi-annual Neighborhood Survey through participation in the following: building community awareness, planning and preparing the survey, and administration of the survey.
3. Service Integration
 - a. Work with MPN staff to identify opportunities to coordinate and integrate services with MEDA and MPN partner organizations.
 - b. Use the referral tool and participate in referral network meetings as a way to facilitate service integration among partners.
 - c. Engage in action team discussion to collaborate on shared strategies.
 4. Communications
 - a. Support and increase awareness of MPN among children, students and families by explaining the program during the intake process and by engaging participants in MPN collaborative activities and events.