

Request for Proposals  
Child Care Development Funds

**LOUISIANA CHILD CARE QUALITY  
RATING SYSTEM (QRS) SERVICES**

**January 2010 through June 2011**

**\*Closing Date: December 22, 2009**

*An original proposal must, and five copies must be received by 4:30 p.m. on December 22, 2009, by Sherry S. Guarisco, Director, Division of Child Care and Early Childhood Education, Department of Social Services, Office of Family Support, 627 North 4<sup>th</sup> Street, Room 1-102, Baton Rouge, LA 70802*

Department of Social Services

627 North 4<sup>th</sup> Street

Baton Rouge, LA 70802

<http://www.dss.louisiana.gov>



Department of  
**Social Services**  
*Office of Family Support*

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**BOBBY JINDAL**  
GOVERNOR

**Kristy H. Nichols**  
SECRETARY

## State of Louisiana

Department of Social Services  
Office of Family Support  
Division of Child Care and Early Childhood Education

### NOTICE TO PROPOSERS

The Louisiana Department of Social Services, Office of Family Support, hereby solicits proposals from qualified proposers to provide statewide services to support the Louisiana Quality Rating System (QRS) for child care centers in the state. It is the desire of OFS to identify the services needed to enhance the state's capacity to administer and support a QRS for licensed Class A child care centers.

Request for Proposal packages may be obtained by contacting: **Sherry Guarisco, Director, Division of Child Care and Early Childhood Education, Office of Family Support, 627 North 4<sup>th</sup> Street, Baton Rouge, LA 70802 - Telephone (225) 342-0694; Fax (225) 219-4248; E-mail: [sguarisc@dss.state.la.us](mailto:sguarisc@dss.state.la.us) or by downloading the Request for Proposal packet from the Department of Social Services website at <http://www.dss.louisiana.gov> (Select Request for Proposals).**

A completed proposal must, and five copies must, be physically in the possession of the **Office of Family Support, Attention: Sherry Guarisco, Director, Division of Child Care and Early Childhood Education, 627 North 4<sup>th</sup> Street, Room 1-102, Baton Rouge, LA 70802 by 4:30 p.m. on December 22, 2009.** No proposal received after the specified date and time shall be considered. Any questions concerning the RFP must be made in writing and may be submitted by mail, fax, or email to Sherry Guarisco by 4:30 p.m., December 11, 2009. All submitted questions and answers will be posted on the DSS website at <http://www.dss.louisiana.gov> and the Louisiana Procurement and Contract (LaPAC) website at <http://www.doa.louisiana.gov/osp> by December 16, 2009. A **non-mandatory** Proposer's Conference will be held on December 10, 2009 from 2 p.m. until 4 p.m. at the following location: Room 1-127, 627 N. 4<sup>th</sup> Street, Baton Rouge, LA.

This announcement does not commit the Department of Social Services/Office of Family Support to award a contract or pay any costs incurred in the preparation of proposals. It is neither a contract nor an offer to contract, but rather a solicitation of proposals which, if accepted by the Department and approved in the manner required by law, may become the basis for a future contract. In the event of a conflict between any term or provision of the RFP and a term or provision in any proposal submitted in response, this RFP shall control. If a proposal alters or modifies any term or provision of this RFP, such changes must be clearly delineated and expressly approved by the Department of Social Services in writing before a contract is issued. A failure to comply with the provisions of this part shall render any such variant term absolutely null.

The Department of Social Services reserves the right to accept or reject, in whole or in part, all proposals submitted and/or to cancel this announcement. A contract shall be awarded, if at all, to the proposal(s) deemed by the Department in its sole discretion to be the most advantageous to the Department and its clients based on quality of service, cost effectiveness and other considered factors. Any contract is subject to the availability of funds. No contract is final or enforceable until approved by the Department of Social Services and the Division of Administration, Office of Contractual Review. Should any protest or appeals be filed at any point in the procurement process, all activities must cease until all issues are resolved.

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An Equal Opportunity Employer

**Schedule of Events**

This Request for Proposals package contains all of the information and forms necessary to complete and submit a proposal. Proposers are encouraged to review the package in detail prior to beginning to prepare the proposal.

<b>Activity</b>	<b>Date</b>
1. Request for Proposals .....	December 02, 2009
2. Proposer’s Conference.....	December 10, 2009
3. Deadline to Receive Questions.....	December 11, 2009
4. Questions/Answers Posted on the Website.....	December 16, 2009
5. Proposal Due Date.....	December 22, 2009
6. Proposal Review Committee Meets.....	December 29, 2009
7. Approved Recommendations Submitted to the Secretary.....	December 30, 2009
8. Applicants Notified .....	December 31, 2009

**The Louisiana Department of Social Services/Office of Family Support reserves the right to deviate from this schedule.**

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## 1.0 Overview

This application packet contains guidelines for submitting an application to the Louisiana Department of Social Services Office of Family Support (DSS/OFS) for a performance-based contract to provide statewide services for the Louisiana Child Care Quality Rating System (QRS) for licensed Class A child care centers in the state. Funds to be awarded under this project have been made available through the Federal Child Care Development Fund (CCDF).

The contract will fund the costs associated with providing the services to support Class A licensed child care centers in the state. As of October 1, 2009, Louisiana has approximately 1,565 licensed Class A child care centers.

The Louisiana Child Care Quality Rating System is known as "Quality Start." Quality Start provides a method to assess, improve and communicate the level of quality in early care and education settings. In recognition of the need to build and support an increase in the quality child care options available to families, the DSS/OFS has worked with community leaders, stakeholders, providers and advocates across the state to design a QRS for child care. As of September 2009, nineteen states and the District of Columbia already operate a statewide QRS, and 26 other states report that they are exploring or preparing to launch a QRS. A QRS is based upon early childhood research identifying the components most critical to positive child development outcomes. Each individual state constructs a QRS that fits with their current licensing requirements, and existing supports and systems to help providers achieve the standards as well as the capacity of the state to implement the QRS.

Quality Start is a voluntary program. It combines existing and new supports for child care into one system. Quality Start builds on the foundation of licensing and adds multiple steps between licensing standards and higher quality criteria. More information on the QRS can be found at [www.qrslouisiana.com](http://www.qrslouisiana.com).

A QRS serves three overriding functions:

1. A guide for parents
2. A benchmark for program improvement
3. An accountability measure for funding

Licensed child care centers in compliance with LA Administrative Code, Title 67, Chapter 73, and Sections 7301 - 7350 with the Child Care Licensing and Regulatory Section (hereafter referred to as Licensing) are eligible to apply for the first Quality Start level. To attain higher star-rated levels, licensed child care centers will be assessed on criteria in four categories:

1. Administrative Practices
2. Family and Community Involvement
3. Program
4. Staff Qualifications

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The Environment Rating Scales (ERS), developed by Harms, Clifford and Cryer, at Frank Porter Graham Child Development Institute, University of North Carolina-Chapel Hill campus, are used in assessing the Program component of Quality Start for three to five stars. In order to attain the second star rating level, child care directors must attend a training session on the ERS and meet additional criteria. To qualify for QRS levels three – five, scores from ERS classroom assessments are used along with staff qualifications and other criteria. Two ERS scales are used in classroom assessments: the Early Childhood Environment Rating Scale Revised (ECERS-R) and the Infant Toddler Environment Rating Scale Revised (ITERS-R). More information on the QRS can be found at [www.qrslouisiana.com](http://www.qrslouisiana.com).

This proposal seeks a contractor to provide the following services to support the state's capacity to administer the Louisiana Quality Start Child Care Rating System.

1. Environment Rating Scale (ERS) Training
2. Environment Rating Scale Assessments, utilizing the Early Childhood Environment Rating Scale Revised (ECERS-R) and the Infant Toddler Environment Rating Scale Revised (ITERS-R)
3. Quality Rating System Public Education, including the development and operation of a website
4. Child Care Center Mental Health Consultation services
5. QRS Data Analysis and related report development
6. Consultation with the Division of Child Care and Early Childhood Education.

The successful proposer may be required to travel to Baton Rouge, Louisiana for negotiation of the contract.

All proposals will become public record after the notice of intent to award is made. Any technical data, financial information, overhead rates, or trade secrets protected from disclosure under LA R.S. 39:1490 and LAC 34:V:130, and designated as such in the proposal, shall be kept confidential as required by law. Materials submitted with the proposals become the property of the Office of Family Support. The Office of Family Support has the right to use any or all ideas presented in any proposal. Selection or rejection of a proposal does not affect this right.

DSS will not furnish resources or materials to contractors, either during the initial stages or during contract performance itself, except as expressly provided herein.

The agency liaison for this RFP is Sherry Guarisco, Director, Division of Child Care and Early Childhood Education, Office of Family Support, 627 North 4<sup>th</sup> Street, Baton Rouge, LA 70802 - Telephone (225) 342-0694; Fax (225) 219-4248; E-mail: [sguarisc@dss.state.la.us](mailto:sguarisc@dss.state.la.us).

**A non-mandatory proposer's conference has been scheduled for December 10, 2009 from 2 p.m. to 4 p.m. at Room 1-127, 627 N. 4<sup>th</sup> Street, Baton Rouge, LA.**

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## 2.0 General Information

### 2.1 Purpose of RFP

The purpose of this RFP is to solicit proposals for the provision of statewide services necessary for the continued implementation of the QRS for licensed child care centers in Louisiana. The goal of DSS/OFS for this project is to continue the implementation of Quality Start and begin to review the impact of a QRS on child care center quality. A major focus of this development will be to support participating Class A licensed child care providers in improving the quality of care offered which should result in children being better prepared for school. A critical component in achieving school readiness is social – emotional development. Therefore child care mental health consultation services will inform center staff in their efforts to support this development. Equally significant will be the analysis of all data collected from the QRS to support recommendations related to strengthening the social – emotional health of infants, toddlers and pre-school children in child care.

This RFP contains instructions concerning the submittal of proposals, a description of services to be provided, requirements which must be met to be eligible for consideration, general evaluation criteria and other requirements to be met. During the contract, staff in DSS/OFS will provide guidance and oversight of the project.

### 2.2 Eligible Proposers

Those eligible to apply are public or quasi-public entities, non-profit and for-profit entities. Non-profits should be a 501(c) organization and must operate according to bylaws that define its operations and mission. Copies of the IRS determination of 501(c) status and bylaws should be included in the proposal.

In accordance with the Louisiana Administrative Code at Title 34, Part V, §136 to make a determination of responsibility with respect to each proposer, the proposer shall meet the following standards as they relate to this procurement.

- Have adequate financial resources for performance, or has the ability to obtain such resources as required during performance;
- Have the necessary experience, organizations, technical qualifications, skills, and facilities, or has the ability to obtain them (including probable subcontractor arrangements); if a proposer intends to use a subcontractor to meet this requirement then the proposer should produce a letter from the probable subcontractor stating that they are willing to provide the required services contingent upon a contract award.
- All proposers should demonstrate the capacity to do the work specified through demonstration of previous experience in the areas of child care, early childhood mental health, QRS and professional development for child care providers and other stakeholders. Proposers should provide at least two (2) references from companies or organizations for which they have provided similar services, including the contact name, telephone and email address. Proposers should demonstrate past history of experience in successfully implementing ECERS-R and ITERS-R with assessors who have maintained an 85% reliability standard as tested by authors of the scale.
- Be able to comply with the proposed or required time of delivery or performance schedule;
- Have a satisfactory record of integrity, judgment and performance (contractors who are seriously delinquent in current contract performance, considering the number of contracts and the extent of

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delinquencies of each, shall in the absence of evidence to the contrary or evidence of compelling circumstance, be presumed to be unable to fulfill the requirement);

- Be otherwise qualified and eligible to receive an award under applicable laws and regulations.
- Commit to obtaining clearance on criminal background check of all contractors, subcontractors and personnel that visit child care centers.

Organizations which are barred from receiving state or federal funds may not participate in this initiative, directly or indirectly, nor may a proposing organization utilize such ineligible organization in providing services under any contract awarded as a result of this RFP.

## **2.3 Contractor Required Tasks and Responsibilities**

### **1. Environment Rating Scale (ERS) Training**

The contractor must have staff with experience working with the child care community. As the ERS are a core component for assessing quality in the QRS, training should be offered to assist child care professionals in understanding the complexities of these scales and the conditions under which they will be used in the QRS. Training on the ERS must be offered to child care center staff, Child Care Resource and Referral agencies, and other interested professionals throughout each region of the state in order to make training available statewide. Trainers must work with the Child Care Resource and Referral agencies in each region to obtain assistance in coordinating the sessions.

Training sessions should last three hours and should focus on understanding both the theory underlying the development of the scales, as well as the manner in which they are used as part of the QRS to assess quality.

Contractor will be available by phone and/or appointment to provide ongoing consultation to Child Care Resource and Referral agencies, as well as other interested child care professionals, to assist them in developing plans to address areas of weakness identified by the ERS, plans that can be used to support providers in their efforts to enhance the quality of care given in their centers. The contractor will provide semi-annual updates on the progress, trends, and areas of concern based on the ERS results to interested child care sector stakeholders.

### **2. Environment Rating Scale Assessments, utilizing the Early Childhood Environment Rating Scale Revised (ECERS-R) and the Infant Toddler Environment Rating Scale Revised (ITERS-R)**

Assessors must maintain 85% reliability on ECERS-R and ITERS-R scales as assessed by authors of the scales. Contractor will continue to utilize the ERS Data System as part of the assessment process using a tablet PC and a specially designed software program, the ERS Data System, developed and administered by Branagh Information Group. The Branagh Information Group remains the only licensed software available for use with the ERS and will be available at no cost to contractor.

Assessors will strictly adhere to the guidelines established by the authors of the scale in conducting assessments. Assessors will complete assessments using the computerized ERS Data System. The overall number of ERS Assessors and Anchors needed must meet the child care capacity in Louisiana.

Assessments should be conducted for the third of all classrooms and at least one classroom at each age level in child care center applying for a quality rating. Additional ratings to support provider knowledge and confidence shall be conducted in accordance with Quality Start policies. The contractor shall give DSS access to database systems that are used to collect data.



### 3. QRS Public Education, including the development and operation of a Quality Start website

Contractors are required to recognize the funding agency (DSS) on all materials. Any media releases must be reviewed by the Director of the Division of Child Care and Early Education and coordinated with the DSS Director of Communication. All materials for publication and/or distribution electronically or in hard copy must be submitted to the Division of Child Care and Early Childhood Education for review and approval prior to publication or distribution. Presentations by the contractor or staff of the contractor using data or information from this project must also be submitted to the agency for review and approval. The funding agency must be notified if the contractor plans to submit a proposal for presentation referencing information from this project with a copy of the proposal. Any out of state travel related to presentations must be approved by the Division. The contractor shall have the DSS logo on all media and published materials including but not limited to brochures, posters and training booklets that are purchased with Agency funds.

The website will communicate with providers the policies and processes of the QRS system and the benefits of participation.

### 4. Child Care Center Mental Health Consultation

Mental Health Consultation is a support provided to licensed child care centers participating in Quality Start. Proposer should include description of mental health consultation program to child care centers and include model to be used, type of services provided, background of professionals, and number of centers that will be served, and other pertinent details. The focus of services should be on centers serving children in the Child Care Assistance Program and/or in the foster care program.

### 5. QRS Data Analysis and Related Report Development

Proposer should describe how the ERS Data System will be used to analyze overall ERS scores including findings from subscales and specific indicators. Special attention should be focused on the Social-Emotional Subscale, as defined by the Quality Start model.

Proposer should describe how the Mental Health Consultation program will collect data to monitor and ensure quality services that are positively impacting the centers being served. Proposer should describe how the level of care being provided to children in the Child Care Assistance Program and foster care will be documented and at what intervals. The contractor will be required to provide ad hoc reports related to the QRS system as requested by DSS/OFS.

### 6. Consultation with the Division of Child Care and Early Childhood Education

Contractor will work with the Division of Child Care and Early Childhood Education on the continued development of QRS. Contractor will assist in the development and review of the state child care plan.

Contractor will work to support the Division of Child Care and Early Childhood Education on policy and issues that focus on best practices in program improvement, system supports necessary to increase participation in Quality Start, and examination of child care subsidy payment policies as well as the means by which they can effectively work to promote parental choice of quality centers.

### 7. Performance Indicators

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If 80% of the monthly target for program participation as set in the contract is not achieved, a performance enhancement plan will be required. If the performance enhancement plan is inadequate, the contractor is unresponsive, or if performance does not improve after performance enhancement plan implementation, contract termination will be considered.

## 8. Performance Reporting

The Contractor shall submit monthly Measurement of Success (MOS) reports within required timeframes to DSS. The monthly Measurement of Success reports must include data on performance for the report month and year-to-date figures.

The selected proposer is responsible for all services offered in its proposal whether provided directly or through subcontract. The DSS/OFS will deal only with the contractor and will deem all subcontractors to be acting at all times at the direction of and as the agent for the contractor.

### **2.4 Information to include with Proposal**

The proposal shall include how the proposer will plan, develop and implement functions and structure to support the QRS in Louisiana as follows:

#### 1. Environment Rating Scale (ERS) Training

The proposer should describe how training will be offered by Pathways approved trainers. The Louisiana Pathways Child Care Career Development System is a statewide program designed to help child care employees receive the recognition that they deserve. Participation is voluntary and there are no fees for enrolling. Enrolling in the system will provide a means of tracking training providers receive so that they can be recognized as professionals. Information about Pathways may be found at <http://pathways.nsula.edu>. Training shall follow QRS policy and include sessions identified by the Division for child care providers. The proposal should describe the proposer's capacity to deliver training statewide and should document proposer's experience in training in this field. The proposal should describe how proposer will provide a plan for training other Pathways approved trainers, child care resource and referral (CCR&R) staff, and other interested early care and education professionals and DSS staff on the Environment Rating Scale (ERS) and its results. Contractor must provide any additional training requested by the Division of Child Care and Early Childhood Education.

#### 2. Environment Rating Scale Assessments, utilizing the Early Childhood Environment Rating Scale Revised (ECERS-R) and the Infant Toddler Environment Rating Scale Revised (ITERS-R)

The proposal should describe how proposer will implement the Environment Rating Scale (ERS) assessments as part of the QRS. The proposal should describe how proposer will submit reports on each assessment conducted within the required time frame to coordinate with evaluation of other components in the rating system. The proposal must describe how the proposer will provide and conduct an Administrative Review process for child care centers. The proposal should describe how proposer will analyze data from ERS assessments and provide reports to the Department that identify areas where scores are significantly lower and recommend training and supports that are needed to help providers improve the quality of their centers. The proposal should describe their plan (the time and intensity) of consultation provided to other contractors, including child care resource and referral agencies, in developing plans to address the needs identified by the ERS assessments. The proposal will include

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how ongoing meetings with directors throughout the state will be conducted to update them on the ERS results.

3. Quality Start Public Education, including the development and operation of a Quality Start website

The proposal must describe how proposer will maintain a Quality Start website for the public and child care providers that communicates how the rating system works and communicates with participating centers. The proposal should describe how proposer will coordinate website, training materials and educational plans with any Quality Start public awareness contractors or other DSS contractors. The proposal should describe how proposer will implement a social marketing campaign to promote Quality Start and the School Readiness Tax Credits (SRTC).

4. Child Care Center Mental Health Consultation

The proposal will describe how proposer will provide mental health consultation and training related to social emotional development of young children for child care centers participating in Quality Start. The proposal must describe how proposer will hire mental health providers with expertise in infant and early childhood mental health and provide the following mental health services to child care centers:

- In-service training in social-emotional development
- Classroom observation
- Staff and director consultation
- Links to external resources
- Parent outreach and consultation
- Parenting education

The proposal shall describe how proposer will provide and refine a mental health consultation model, including guidance on behavioral, social emotional development and when necessary, on referrals, including linkage to clinical services. The proposal should describe how proposer will meet with child care staff individually or in groups to discuss challenging behaviors. The proposal should describe how the proposer will coordinate work with Early Childhood Supports and Services (ECSS) in the Department of Health and Hospitals/Office of Mental Health.

The proposal should include a plan for training of child care providers through the child care resource and referral training contract related to social emotional screening of young children and other topics as determined by the Department. The proposal should describe how the proposer will analyze the data on ERS of child care sites where mental health consultation and training is provided and report to the Department on impact on the quality of care.

5. QRS Data Analysis and Related Report Development

The proposal shall describe how the proposer will analyze elements of the QRS system. This analysis will include all components of the system – LA Pathways process and data on education level of teachers, directors, etc, and the CCR&R Technical Assistance (TA) staff (including training and education level and ERS scores in region).

The proposal should include a component describing the mental health consultation services that includes center specific issues discussed, children observed (by staff concern), children referred, parent outreach and consultations conducted. Proposal should also include a review of the impact of MHC on ERS scores.

The proposal will describe how proposer will provide a midpoint and contract end report to the Department on the progress of QRS and the state of children's progress related to readiness for school and social-emotional development. The proposal should describe how proposer will analyze the cultural competency of Quality Start model and materials. The proposal should describe how proposer will analyze the impact of the School Readiness Tax Credits.

#### 6. Consultation with the Division of Child Care and Early Childhood Education

The proposal should include a component for providing consultation related to the review and development of child care policy, reports, services, consultation, and related issues to improve the quality of child care in Louisiana. The proposal should include a component to study the policies related to payment of child care subsidy to promote parental choice of quality centers in response to QRS. The proposal must describe how the proposer will gather data and produce reports requested by the Division of Child Care and Early Childhood Education to inform key decisions on the quality of child care in a timely manner. This proposal should describe how these components will be initiated and continued on an ongoing basis. Contractor must be responsive to requests from the Division of Child Care and Early Childhood Education.

#### 7. Performance Indicators

Proposals must include quarterly, annual and contract end program participation targets for each service delivery program component. These targets should be a projection of monthly targets to demonstrate how the contract end goal will be met. Monthly participation measures should be projected for each component. In addition to addressing these performance indicators, proposers may develop other measures specific to their unique services.

#### Performance Indicators

- Number of assessors maintaining 85% reliability on ITERS-R and ECERS-R scales
- Number of ITERS-R and ECERS-R classroom assessments conducted monthly by parish and region
- Number of visits to the Quality Start Website monthly
- Number of ERS trainings conducted by date, parish and region and type of professional in attendance
- Number of mental health consultations conducted monthly by parish and region
- Number of training sessions conducted by date, parish and region related to social emotional screening and other topics
- Number of child care providers receiving training or consultation indicating they achieved better skills and knowledge to support the socio-emotional development of children by date, parish and region
- Number of reports or child care policies reviewed and developed
- Number of meetings held by region and date: Quality Start system meetings including meetings with Child Care Resource and Referrals, DSS Division of Child Care and Early Childhood Education and Head Start

Proposer should pay careful attention to the measures that are to be reported on a monthly basis. Proposer should have understanding of what is being captured in the measure as well as the

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methodology that will be used to retrieve the data. Proposal must indicate the data collection and tracking mechanisms that will be utilized for reporting purposes.

Proposers are strongly encouraged to review the scoring summary in the Proposal Evaluation Criteria Section 4.0 of this RFP to ensure that all of the necessary elements are contained within the submitted proposal.

## **2.5 Monitoring/Evaluation**

A contract awarded through this RFP must grant to the State of Louisiana, through the Department of Social Services, the Office of the Legislative Auditor, Inspector General's Office, Federal Government and/or other such officially designated body the right to inspect and review all books and records pertaining to services rendered under the contract. The proposer must cooperate with any monitoring/evaluation site visits or requests for information from the above-mentioned entities.

## **2.6 Type/Period of Contract**

If a contract is awarded as a result of this RFP, the contractor will be reimbursed on a cost reimbursement basis. Funding for this initiative is provided by federal funds under the Child Care and Development Fund. Under no circumstances will the contractor be reimbursed in excess of the amount specified in the contract. All services proposed shall be performed unless excused in writing by the Department. Any cost overruns are solely at the expense of the contractor. The contract term extends from date of contract award until June 30, 2011. At the end of the contract term, Office of Family Support reserves the right to renew the contract for up to a contract total of 36 months, if performance is acceptable based on reasonable and ongoing progress and satisfactory management of the project.

## **2.7 Billing**

Invoices will be paid on a cost reimbursement basis with the submittal of verification and documentation mandated by the Department of Social Services and State and federal regulations. Billing for expenses must conform to practices and procedures set forth in the Social Services Procurement Code.

## **2.8 Ownership of Equipment and Materials**

All equipment and materials (including, but not limited to, computers, printers, copiers, facsimile machines, telephones, file cabinets, office furniture, unused office supplies, etc.) purchased with funds awarded under this contract may upon completion or termination of the contract become the property of the State of Louisiana and be delivered upon demand to the State or its designee in the manner the State directs. All records, reports, files, data, software, and any other materials or information related to this contract or purchased with funds awarded under it may upon completion or termination of the contract become the property of the State of Louisiana and be delivered upon demand to the State or its designee in the manner in which such reports, files, etc. are kept in the ordinary course of business.

## **3.0 Narrative**

The following sections are requested elements of the proposal. Proposers need to respond in clear writing to the following sections or criteria, reviewing these directions carefully and the points affixed to each scoring element.

### **3.1 Abstract:**

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Give an overview or summary of your proposal, a maximum of one page that tells who you are, how many you will serve, the amount of funds you are requesting and how you will measure outcomes.

**3.2 Proposal Narrative:** The program narrative should be limited to ten pages and must include the following sections, captioned and sequenced as follows:

**A. Program Description**

Describe the proposer's purpose, objectives and technical plan for accomplishing work required under the RFP. This section must include a detailed description of the proposed methodology for accomplishing the goals set forth in this RFP. It shall describe fully the management and administration of the program, indicating the distribution of staff by function and activity. The proposal should identify how the proposer will provide services statewide. It must describe the proposer's responsiveness to, and understanding of, the purpose, function and services related to Quality Start and demonstrate a thorough understanding of the Environment Rating Scales (ERS), with specific expertise in the ITERS-R and ECERS-R. It should outline proposed training that may be utilized in educating a variety of child care professionals on the Environment Rating Scales (ERS) courses and the content of training to be offered. The proposal must outline the method of providing mental health consultation and training for child care centers. A description of all expected funding sources, (private grants, self generated fees, etc) and the amounts expected from those sources including any plans for obtaining private funds to supplement governmental funding. The section shall conclude with a precise statement of what the state will receive as measurable outcomes of the services.

**B. Proposer Qualifications**

Provide a narrative description of the qualifications and experience of the proposing organization, as distinct from the qualifications of its key personnel, which demonstrates the firm's fitness and its ability to satisfactorily manage a statewide operation required by the RFP.

Any proposer selected must be able to provide statewide QRS (Quality Start) services to all Class A licensed child care centers.

The organization should have systems of accountability, including appropriate oversight, i.e., Board of Directors. A description of the system of accountability, including the names, affiliations, addresses and telephone numbers of the individuals should be included in the proposal. Any potential conflicts of roles or responsibilities with other organizations or projects should be resolved. The organization must be free of conflicts of interest.

The organization must have staff that are experts in the field of infant and early childhood mental health, knowledge of the Environment Rating Scales (ERS) and have a prior history of working with and developing good relationships with child care providers, other system partners and parents. The organization shall be familiar with the QRS developed by Louisiana, the history of the development process and the support systems for successful implementation of Quality Start.

The organization should have sound business management capability. It must also have adequate liability insurance and adopt referral procedures that limit liability risks. The Office of Risk Management recommends a minimum of \$1,000,000 in coverage.

**C. Collaboration Details**

Describe the relationship of the proposer's organization to the child care and early childhood field specifically to the DSS contracted child care resource and referral agencies. Describe the proposer's ability to form successful partnerships with all agencies, organizations, and personnel concerned in the provision of or improvement of child care.

**D. Compliance with La. R.S. 46:1401 *et seq.***

Describe your plan for ensuring compliance with State law barring Class B childcare centers from receiving federal, state, or local funds directly or indirectly.

**3.3. Exhibit A – Statement of Work**

Proposer will use the Statement of Work template provided with this RFP to describe services. Proposals submitted in any other format will not be considered for funding. Applicants must complete each section of the Statement of Work.

**4.0 Proposal Evaluation Criteria**

**4.1 Review Process**

All proposals will be reviewed and evaluated by a committee consisting of Department of Social Services personnel. The Department reserves the right to award using initial offers. The committee will recommend for selection the proposal which most closely meets the requirements of the RFP, the needs and expectations of the Department of Social Services, and that receives the highest scores. The final decision will be made by the Assistant Secretary, Office of Family Support, with concurrence of the Secretary of the Department of Social Services.

**4.2 Criteria for Selection**

With a 100 point scale, each proposer will be graded on demonstrated ability regarding:

- A. Methodology and Quality of Program Design
- B. Experience and Capability of Organization
- C. Cost Effectiveness
- D. Personnel
- E. Collaboration and Marketing Strategies

**4.3 Methodology and Quality of Program Design (25 Points):**

This criterion refers to the proposer's understanding of all regulatory, philosophical and technical needs that generated the RFP, the agency's objectives in asking for delivery of services, and the nature and

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scope of the work involved. Thorough understanding must be reflected throughout the entire proposal in terms of the overall goals, strategies, and specific measurable outcomes for the Office of Family Support in improving the quality and availability of child care in Louisiana. An understanding of and history of successful work with child care professionals should be demonstrated.

#### **4.4 Experience and Capability of Organization (20 Points):**

This criterion refers to the proposer's ability to organize information, monitor personnel and coordinate activities so that the administration of the proposed services of the Quality Start System will be productive, efficient, and effective. This criterion includes the ability of the proposer to meet the terms of the RFP and to deliver the quality and quantity of services proposed. This criterion also includes the proposer's financial ability to undertake the project with a consistency of performance throughout the life of the contract.

#### **4.5 Cost Effectiveness (20 Points):**

This criterion assesses the reasonableness of the contract price in terms of the contract activities, its reasonableness as compared with other proposals submitted, the reasonableness of personnel costs including the allocation of funding among administrative and other personnel based on the quality and importance of the labor contributed by each and the reasonableness and necessity of equipment and overhead costs.

#### **4.6 Personnel (25 Points):**

This criterion refers to the proposer's commitment to attract and retain excellent staff with professional background essential for a successful contract concerning the childcare field. The proposer must demonstrate commitment to hire staff for all functional areas with excellent educational and professional backgrounds and quality and soundness character and demeanor.

#### **4.7 Education and Marketing Strategies (10 Points):**

This criterion refers to the proposer's ability to market the Quality Start System and collaborate with the DSS/OFS, educational and training entities and other groups concerned with improving the quality and availability of child care in Louisiana. The proposal will also be judged on the strategies for interfacing with other stakeholders both public and private throughout the state focusing on ensuring improved outcomes for children ages birth – five and in coordinating and collaborating with all other childcare contractors, the child care industry, and local communities.

### **5.0 Instructions for Completing the Budget and Billing Method**

#### **5.1 The Budget and Budget Narrative**

The budget must be completed using the attached budget format. The grand total must reflect the total budget completed. The Budget Narrative must be completed on a separate sheet of paper titled "Budget Narrative". The Budget Narrative should detail all Budget Line Items shown on the budget form. Please note that there is a 10% cap on administrative cost.

#### **5.2 Billing Methods**

All services must be billed as a cost reimbursement contract. Contractor will receive payment for services rendered according to the submitted budget.



## Application Checklist Louisiana Child Care Quality Rating System (QRS) Services

**Hand deliver or mail to be received by 4:30 p.m. on December 22, 2009 to:**

*Department of Social Services/Office of Family Support  
Division of Child Care and Early Childhood Education  
Sherry Guarisco, Executive Director  
P. O. Box 94065  
627 North 4<sup>th</sup> Street  
Baton Rouge LA 70802*

***NO FAXED COPIES WILL BE ACCEPTED  
ALL SIGNATURES MUST BE ORIGINAL***

**CHECKLIST OF REQUESTED SECTIONS**  
**Without the following,**  
**your proposal may not be considered for funding.**

PLEASE INCLUDE CHECK LIST WITH YOUR PROPOSAL THAT INDICATES YOU HAVE INCLUDED ALL ELEMENTS

- Original and 5 copies (including completed set of attachments)

**PROPOSERS MUST ASSEMBLE THE PROPOSALS IN THE FOLLOWING ORDER:**

- Signed Cover Page (See attached form page 19)
- Table of Contents(Proposal should be page numbered)
- 1-page Abstract (includes project’s intent and methodology outline)
- Narrative section (The Narrative section should follow the order as listed in Section 4.1 – Narrative – Methodology and Quality of Program Design, Experience and Capability of Organization, Cost Effectiveness; Personnel; Collaboration & Marketing Strategies)
- Exhibit A – Statement of Work
- Budget Form (See attached form page 21)
- Budget Narrative (Should be completed on a blank page titled "Budget Narrative.")
- Signed Board Resolution for State Contract Providers
- Resumes and position descriptions for key staff
- Copy of most recent audit (If your organization is not required to submit an audit, or your agency has not performed an audit, please submit an explanation to this effect.)
- Last three years Financial statements, preferably audited (Financial statements should clearly be labeled and should cover the last three annual fiscal years of the proposer (organization) or the last three 12 month periods.
- IRS 501 © status (See page 7, Section 2.2 – Eligible Proposers), where applicable
- Two references (excluding DSS personnel) and Contact information

**A non-mandatory proposer’s conference to provide technical assistance to applicants responding to this proposal is scheduled for December 10, 2009 from 2 p.m. to 4 p.m. at Room 1-127; 627 N 4<sup>th</sup> Street, Baton Rouge LA, interested applicants are strongly encouraged to attend.**

**Proposal Cover Page**

PLEASE DO NOT WRITE IN THIS SECTION.

Name of Applicant Organization Federal ID Number

Program Name

Applicant's Mailing Address:

City State Zip

Name of Program Director Telephone No. Fax No. Email address

<p><b>TYPE OF AGENCY</b></p> <p><input type="checkbox"/> Public Non-Profit Community-Based Organization</p> <p><input type="checkbox"/> Private Non-Profit Community-Based Organization</p> <p><input type="checkbox"/> Faith-Based Organization</p> <p><input type="checkbox"/> Public Agency</p> <p><input type="checkbox"/> Other _____</p>	<p><b><u>RECEIPT OF ALL OTHER STATE or FEDERAL FUNDS: Check all that apply to applicant organization</u></b></p> <p><input type="checkbox"/> Child Care Development Fund (CCDF)</p> <p><input type="checkbox"/> TANF</p> <p><input type="checkbox"/> Other _____</p>	<p><b>TOTAL FUNDS REQUESTED:</b></p> <p>\$ _____</p> <p><b>PROPOSED NUMBER TO BE SERVED:</b></p> <p>_____</p>
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CERTIFICATION

I (We) hereby certify that \_\_\_\_\_ on behalf of \_\_\_\_\_ is fully authorized, by  
(Name of Individual) (Agency Submitting Application)  
 law or by corporate resolution (attached) to submit the following Application for Funds, that the information contained herein is true and accurate to the best of my (our) knowledge and belief; and that I (we) am (are) fully authorized to submit said application on behalf of said agency.

Official Authorized to Submit Application Title Date

**Hand Deliver Proposal To:**  
 Department of Social Services  
 Office of Family Support  
 DCCECE  
 Sherry Guarisco, Executive Director  
 627 North 4<sup>th</sup> Street Rm 1-102  
 Baton Rouge LA 70802

**OR**

**Mail Proposal To:**  
 Department of Social Services  
 Office of Family Support  
 DCCECE  
 Sherry Guarisco, Executive Director  
 P. O. Box 94065  
 Baton Rouge, LA 70804-9065

**BOARD RESOLUTION FOR STATE CONTRACT PROVIDERS**

State of Louisiana

Parish of \_\_\_\_\_

On the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, at a meeting of the Board of Directors of \_\_\_\_\_, with a quorum of the directors present, the following business was conducted:

It was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that the Board of Directors of the above corporation does hereby authorize \_\_\_\_\_ (name and title) and his/her successor in office to negotiate terms and conditions that he/she may deem advisable, contract(s) with the Louisiana Department of Social Services, and to bind this organization to execute said documents on behalf of the corporation, and further we do hereby give him/her the power and authority to do all things necessary to implement, maintain, and/or review said documents.

The above resolution was passed by a majority of those present and voting in accordance with the by-laws and articles of incorporation.

I certify that the above and foregoing constitutes a true and correct copy of a part of the minutes of the meeting of the Board of Directors of \_\_\_\_\_, held on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date

**EXHIBIT B - BUDGET FORM**

<b>CONTRACTOR</b> _____ <b>SERVICE</b> _____ <b>PROVIDED</b> _____ <b>CONTRACT</b> _____ <b>PERIOD</b> _____	<b>ADDRESS</b> _____ <b>PARISH(ES)</b> _____ <b>SERVED</b> _____  <b>BUDGET PERIOD</b> _____
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**NOTE** All budget justifications including computation of this budget must be retained and provided upon request. If more space is needed you may attach additional sheets utilizing the same format for the appropriate section.

**NUMBER OF MONTHS IN BUDGET PERIOD**

**SECTION 1. PERSONNEL SERVICES - (Contracted/hourly employees not included)**

Complete this section only for expenses that will be invoiced to the contract. Attach a cost allocation table for all positions that will be invoiced at less than 100% to the Program. Percentage of salary charged to contract must correlate to the actual percentage of time worked in the program.

NAME POSITION/TITLE	TOTAL SALARY (from all sources) MONTH (Fringes not included)	% CONTRACT SALARY	AMOUNT CONTRACT SALARY MONTHLY	BUDGET PERIOD TOTAL SALARY (Monthly salary x # months) no fringes
1				
2				
3				
4				
5				
6				
7				
8				
TOTAL				
<b>ADDITIONAL SHEET 1A TOTAL</b>				
<b>SECTION 1. TOTAL</b>				

**Fringe Note:** Itemize the fringe benefits for each position listed. Fringe benefits are not included in gross salary.

<b>Position/Title</b>	<b>Retirement</b>	<b>Insurance</b>	<b>FICA</b>	<b>UI</b>	<b>Workers Comp</b>	<b>Other</b>	<b>Monthly Total</b>	<b>% To Contract</b>	<b>Monthly To Contract</b>	<b>Budget Period Total</b>
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										
18										
Total										

**SECTION 2. OPERATING EXPENSES**

Complete this section only for expenses identified to the contract. If the charge to the contract is less than 100 % attach a cost allocation table. If additional expenses are to be budgeted, please add an additional sheet with complete description of item and costs.

LINE ITEM	BUDGET PERIOD TOTAL
<b>BUILDING RENT</b>	
<b>PRINTING</b>	
<b>UTILITIES</b>	
<b>TELEPHONE</b>	
<b>TRAVEL (Must follow State Travel Regulations)</b>	
<b>SUBSCRIPTIONS</b>	
<b>POSTAGE</b>	
<b>OFFICE SUPPLIES</b>	
Janitorial Supplies	
Copy Machine	
Maintenance Copy Machine	
<b>TOTAL</b>	

**SECTION 3. PARTICIPANT'S MATERIAL & SUPPLIES**

Complete this section only for expenses identified to the contract.

LINE ITEM	BUDGET PERIOD TOTAL
Student Supplies	
TOTAL	

**SECTION 4. ADMINISTRATION/INDIRECT COST**

Complete this section only for expenses identified to the contract. Attach justification for each cost delineated. Must be limited to no more than 10% of total budget amount.

LINE ITEM	BUDGET PERIOD TOTAL
TOTAL	

**SECTION 5. CAPITAL PURCHASES:**  
 from OFS, after approval of contract.

**NOTE:** All capital purchases require prior written approval

ITEM (be specific)	BUDGET PERIOD TOTAL
<b>TOTAL</b>	

**SECTION 6. OTHER CHARGES**

Complete this section only for expenses identified to the contract. Attach a detailed explanation of these charges. If the charge to the contract is less than 100% include a cost allocation table in the explanation.

(Subcontracts and non-salaried personnel should be included in this section.)

CHARGE (be specific)	BUDGET PERIOD TOTAL
<b>TOTAL</b>	



**BUDGET SUMMARY**

<b>BUDGET ITEM</b>	<b>BUDGET PERIOD TOTAL</b>
Section 1 Salary & Fringe	
Section 2 Operating Expense	
Section 3 Material and Supplies	
Section 4 Administration/Indirect Costs	
Section 5 Capital Purchases	
Section 6 Other Charges	
<b>TOTAL</b>	



State of Louisiana  
 Department of Social Services  
 Office of Family Support

Submit Monthly to:  
 Agency Contract Manager

### CCDF Measurement of Success Monthly Reporting Form

#CI01-04

Date Submitted: \_\_\_\_\_ Reporting Period \_\_\_\_\_ to \_\_\_\_\_  
(Start of Month) Date (End of Month) Date

CCDF Initiative: \_\_\_\_\_  
(Resource & Referral, Training, Support Projects, Career Development, Scholarship-Career Development)

Name of Agency/ Organization \_\_\_\_\_ CFMS#: \_\_\_\_\_  
(Contract Number)

Name of Individual Submitting Report: \_\_\_\_\_

Signature of Individual Submitting Report: \_\_\_\_\_ E-mail Address \_\_\_\_\_

*As a recipient of Child Care Development Funds (CCDF) funds, you are expected to report your on-going progress—including services performed through the use of contractors—towards meeting the stated goals and objectives of the services you are providing with CCDF funds.*

**A. Service Delivery Totals for Reporting Period**

Program Component	Program Participation Totals for Reporting Period	Unduplicated Program Participation Year-to-Date	Year-End Program Participation Target

**B. Performance** (These are your performance measures as submitted and approved by OFS)

Measure	Target	Actual	Actual Number if expressed as a %	Deviation (greater or less than target)	Reason for Deviation

**C. Describe any highlights and variances in program plan that have occurred during this reporting period.**

**D. Indicate what—if any—measures you have taken to correct variances, or poor performance during reporting period.**

**E. Describe any obstacle or barrier that you foresee endangering full implementation of your project throughout the program year.**

**F. Major Activities During Current Reporting Period**

Please use status codes: **C**=Completed; **OS**=On Schedule; **DL**=Delayed; **CN**=Cancelled; **PS**=Planning State

Implementation Progress		
Task	Status	Description of Activity/Comments

**G. Indicate major activities you will engage in for the next reporting period. What does your organization plan to do in order to meet/ achieve the established standard next month?**

\* List is current as of October 1, 2009

Number of Class "A" Centers by Parish*			
Parish	# of Class A	Parish	# of Class A
Acadia	17	Morehouse	13
Allen	5	Natchitoches	25
Ascension	31	Orleans	132
Assumption	6	Ouachita	55
Avoyelles	17	Plaquemines	7
Beauregard	7	Pointe Coupee	5
Bienville	5	Rapides	64
Bossier	28	Red River	3
Caddo	99	Richland	10
Calcasieu	62	Sabine	7
Caldwell	2	St. Bernard	13
Cameron	3	St. Charles	16
Catahoula	3	St. Helena	3
Claiborne	3	St. James	12
Concordia	8	St. John	13
DeSoto	9	St. Landry	38
East Baton Rouge	196	St. Martin	11
East Carroll	5	St. Mary	20
East Feliciana	6	St. Tammany	59
Evangeline	16	Tangipahoa	59
Franklin	14	Tensas	3
Grant	8	Terrebonne	40
Iberia	27	Union	5
Iberville	20	Vermilion	11
Jackson	5	Vernon	18
Jefferson	117	Washington	14
Jefferson Davis	5	Webster	14
Lafayette	73	West Baton Rouge	15
Lafourche	23	West Carroll	2
LaSalle	2	West Feliciana	2
Lincoln	16	Winn	2
Livingston	31		
Madison	5		

07/09

EXHIBIT A - STATEMENT OF WORK –

DEPARTMENT OF SOCIAL SERVICES  
OFFICE OF FAMILY SUPPORT

Type of Contract Proposed:  
Cost Reimbursement

I. IDENTIFYING INFORMATION

Legal Name of Provider: (as shown on Articles of Incorporation) \_\_\_\_\_

Program Title: \_\_\_\_\_

ADMINISTRATIVE SITE Mailing Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Administrative Site Street Address, Zip (if different): \_\_\_\_\_

Provider Contact Person for Administrative Site: \_\_\_\_\_

Title: \_\_\_\_\_ Phone: \_\_\_\_\_

E-mail Address: \_\_\_\_\_ Fax Number: \_\_\_\_\_

Provider IRS Number: \_\_\_\_\_

Provider Representative Authorized to Sign Contract:  
Name and Title: \_\_\_\_\_ Phone: \_\_\_\_\_

The provider representative authorized to sign the contract is the only person over whose signature major changes in the proposal can be requested. This individual must authorize all requests for reimbursement: (and budget revisions when applicable) unless other persons are designated by written authorization to do so.

Additional provider representative authorized to request reimbursement for services rendered:

\_\_\_\_\_  
(Name and Title)

Contact person regarding program:

Name \_\_\_\_\_ Title \_\_\_\_\_  
E-mail \_\_\_\_\_ Phone \_\_\_\_\_

Contact person regarding contract budget:

Name \_\_\_\_\_ Title \_\_\_\_\_  
E-mail \_\_\_\_\_ Phone \_\_\_\_\_

Type of organization:

- Corporation, for profit
- Limited Liability Corp (LLC)
- Individual
- School
- Non-profit corporation
- Public Agency (local)
- Public Agency (state)

II. SERVICE(S)/FUNDING PROPOSED:

A. Service(s): Louisiana Child Care Quality Rating System (QRS) Services

B. Total Funding Requested: \_\_\_\_\_

C. PROPOSED TERMS OF PAYMENT

**III. STATEMENT OF NEED**

Describe the need for the services in these areas.

**IV. OPERATING SCHEDULE**

A. Service Delivery Dates: \_\_\_\_\_

B. Operating Hours of Program: : \_\_\_\_\_

C. Days per week services are to be delivered: \_\_\_\_\_

**V. PROGRAM IMPLEMENTATION -**

**A. Describe specific services to be provided for each of the following:**

Environment Rating Scale (ERS) Training

Environment Rating Scale Assessments, utilizing the Early Childhood Environment Rating Scale Revised (ECERS-R and the Infant Toddler Environment Rating Scale Revised (ITERS-R)

QRS Public Education, including the development and operation of a Quality Start website

Child Care Center Mental Health Consultation

QRS Data Analysis and Related Report Development

Consultation with the Division of Child Care and Early Childhood Education

**B. Describe your timeline for implementation of the project.**

**C. Provide specific job title of staff who will provide each of the listed services:**

It should describe fully the management and administration of the program, indicating the distribution of staff by function and activity.

Attach the resumes of key personnel and job descriptions for each key position. Job descriptions should include:

1. Description of work performed
2. Required level of education
3. Work experience (i.e. how many years in what fields); and
4. Any special requirements (i.e. Board certified)

**D. Describe how you plan to complete the following monitoring activities for services performed by subcontractors:**

1. Indicate the staff person or contractor and contact information of who is responsible for monitoring and reporting on the contract compliance of you subcontractors.
2. Describe the reporting process and frequency of submission of the performance progress reports by your subcontractors.
3. Describe the measures or procedures you will use to determine program and contract compliance on site visits and on internal reviews.
4. Describe your monitoring schedule – how often will programs be visited, when will they be visited and how will you monitor programs at times when you do not visit?
5. Describe the corrective action you will take to address poor performance or a change in circumstance that affects program performance. Describe how you will follow up to ensure that corrective action has been implemented. Describe how you will address subcontractors who fail to meet corrective compliance measures or continue to perform poorly.

**VI. INNOVATIONS AND CAPACITY – Describe each of the following in 10 sentences or less.**

- A. Identify amounts of current funding sources and possible future funding sources.
  
- B. Describe your organization’s experience in the provision of the type of program services proposed. If you have had a previous CCDF funded contract, give an overview of the results.
  
- C. Explain why your organization has the necessary technical qualifications and skills to provide these services.



**VII. PERFORMANCE**

**A. GOALS:**

1. To provide statewide ERS assessment and Child Care Center Mental Health Consultation services for Louisiana Quality Rating System (QRS) licensed Class A child care centers in the state.
2. To assess, improve, and communicate the level of quality in child care centers participating in QRS in the state.

**B. OUTCOMES:**

1. Improved quality of child care for children birth to age 6.
2. Increased caregiver awareness of importance of supporting social emotional development of young children through mental health consultation services.

**C. PERFORMANCE INDICATORS:**

List all reporting and program participation targets as well as quarterly and contract end targets for each service delivery program component. These performance indicators should demonstrate how progress towards meeting the Goals and Outcomes of the program will be measured.

**VIII. PROGRAM PERFORMANCE ACCOUNTABILITY**

Describe how you propose to evaluate and monitor your program and how the compiled information will be utilized for corrective action:

1. Program performance  
(Include procedure to document and track progress towards meeting goals and outcomes. Include how you will conduct data collection and reporting to ensure progress towards stated outcomes is achieved.)
2. Satisfaction of the clients regarding the services. (Attach samples of evaluation forms to be used. Include time and frequency of completion.)

**IX. PROPOSER QUALIFICATIONS:**

Provide name and contact information for two references who can attest to your ability to perform the services outlined in the RFP. (Proposers are prohibited from using DSS personnel as references.)