

Request for Proposal

For Child Care Business Consultant

August 16, 2021

Camp Fire Columbia

1411 SW Morrison Street, Ste. 300
Portland, OR 97205



Table of Contents

Purpose & Vision.....	3
Submission Details	3
Submission Deadlines	3
Submission Delivery Address	3
Submission Questions and Clarifications	3
Electronic Submissions.....	3
Introduction and Executive Summary.....	4
Business Overview & Background	4
Detailed Specifications.....	4
Assumptions & Constraints.....	6
Terms and Conditions	6
Selection Criteria.....	7

Purpose & Vision

Camp Fire Columbia believes that access to high quality childcare is a human right. Currently however, access to childcare programming is largely dependent on a family's ability to pay. To help create accessible programming for all families, Camp Fire Columbia is seeking a business consultant, knowledgeable in child care operations, financing, and business operations. The selected consultant will research and inform changes to our Before & After School Department to make services available for lower cost to low- and moderate-income families without creating a significant financial burden on the agency as a whole.

Please respond to jtodd@campfirecolumbia.org with any questions or concerns.

Submission Details

Submission Deadlines

All submissions for responding to this request must be submitted electronically, no later than:

Monday, September 13, 2021

No later than 5:00pm PDT

Submission Delivery Address

The delivery address to be used for all submissions is:

Joshua Todd

President & CEO, Camp Fire Columbia

Cell: 971-347-6250

Email: jtodd@campfirecolumbia.org

Submission Questions and Clarifications

Questions regarding this RFP are due no later than September 6, 2021 and responses will be shared with all interested proposers by September 8, 2021:

Email: jtodd@campfirecolumbia.org

Electronic Submissions

Electronic submissions in response to this Request for Proposal are required. All submissions **should** be submitted in pdf format by the deadline.

Introduction and Executive Summary

Camp Fire Columbia has provided youth development services in the Portland Metro Region for over 100 hundred years. Through our Before & After School Department, Teen Department, and at our 552-acre overnight camp, Camp Namanu. This RFP seeks a business consultant, knowledgeable in the financing of child care programs who can help our Before & After School Department consider new funding and tuition models which will help us serve more low- and moderate-income families.

Business Overview & Background

Camp Fire Columbia is a youth development non-profit based in Portland, Oregon serving a 9-county region. This RFP focuses specifically on our Before & After School Department which currently serves roughly 1200 students K-5 in 21 schools, across three school districts (McMinnville, Portland Public, and West Linn-Wilsonville).

Camp Fire Columbia maintains 5 different rate sheets for Before & After School programming based on both the district a school is in and, within districts, whether a school is Title 1 (high percentage of low to moderate income families). Title 1 schools have slightly lower rates than non-Title 1 but currently this is the only discounts provided to families. Families can choose 3-day, 4-day, or 5-day packages. Some schools also offer both Before & After School care packages so rate sheets include rates, per child, for AM only, PM only, and AM/PM for each of the day packages listed.

Before & After School typically generates net positive revenue for Camp Fire and is used to support other functions of the agency which do not generate revenue. Any changes to the current rate structure need to achieve both goals of 1. Increasing access to low- and moderate-income families and 2. Maintaining the overall financial health of the non-profit.

Detailed Specifications

Proposal Format should be provided in the following order:

1. Statement of Values & Connection to Mission- Camp Fire strives to support local business, contractors, and community partners who are aligned with our mission and values. Camp Fire Columbia believes that every child should have the opportunity to find and pursue their Spark. It is Camp Fire's intention to contribute to the achievement of all youth while narrowing the gaps between white students and students of color.

Our goal is to address the racial predictability of youth achievement academically, socially, and economically. To achieve this goal, Camp Fire will examine how privilege, oppression, and history affect the practices of our organization, and apply that learning to our work to effect meaningful change. Proposers should share a statement on how their efforts and purpose support and align with these goals.

2. Qualifications of Proposer

- a. Describe your past experience consulting with, running, working for, or otherwise supporting the business function of child care entities.
- b. Specifically address experience you or someone from your team will bring to reviewing Camp Fire Columbia's current finances for the Before & After School Departments and the ability of the contractor to create financial models and forecasts for alternate funding models they propose.
- c. Describe any previous experience using, creating, or eliminating sliding scale fee models or alternate tuition models in a child care setting.
- d. Share contractors understanding of State of Oregon licensing guidelines, rules, and standards for licensed, center-based child care.
- e. Is the proposer a minority or woman owned business? Are any subcontractors you will engage in the work of this contract?

3. Proposed Timeline

- a. Describe your process for understanding the current financial model of Camp Fire Columbia.
- b. What do you anticipate in terms of research and discovery that will inform your recommendations for alternate funding models.
- c. Please detail out a timeline for how you would achieve the goals of the projects, keeping in mind that recommendations, with financial analysis would likely be needed no later than April of 2022.
- d. What deliverables or landmarks would you expect to achieve throughout the project and at what times.

4. Cost & Pricing of Contract

- a. Describe the fee structure for this contract. Detail out any subcontractors or others who would be engaged in the work of this contract. Is it an hourly fee or flat fee structure? If hourly, how will you ensure that you stay within the budget constraints of the contract.
- b. Will any part of the services described in this proposal be provided in-kind or pro bono?

Assumptions & Constraints

Timeline:

- The contractor selected is expected to conduct their research, financial analysis, and recommendations for alternative funding models in time for Camp Fire Columbia to build its FY23 budget. FY23 budget development begins in January of 2022 and needs to be completed by June of 2023.
- Rate sheets for FY23 generally are released to families in May before the next school year. It is our expectation that the new funding model will be selected before this time so families can be informed of changes to tuition for the coming school year.

Costs:

- This project is being funded by a grant from the Marie Lamfrom Charitable Foundation. The funds available for the business consultant may not exceed \$20,000.00.
- The decision of which, if any, new funding model is chosen is at the sole discretion of Camp Fire Columbia. The consultant selected will make recommendations but will not be responsible for any negative financial impacts experienced due to the selection of one of their recommendations.

Terms and Conditions

1. Conditions /Assumptions

Contractor is required to clearly explain any assumptions or conditions it imposes on or includes in its Proposal.

2. Contractor responsibility to resolve questions

Contractor understands and agrees that: (a) they have an affirmative duty to inquire about and seek clarification of any question or other item in the RFP that they do not fully understand or that contractor reasonably believes is susceptible to more than one interpretation; and (2) the Proposal submitted by Contractor must explain any and all conditions, exceptions, or limitations included in any response by Contractor to any question or other item in the RFP.

Questions should be submitted by **September 6th, 2021** to:
jtodd@campfirecolumbia.org.

Responses to questions will be provided by CAMP FIRE COLUMBIA no later than September 8th, 2021.

3. Unsuccessful Responses

CAMP FIRE COLUMBIA will use its best efforts to notify each Contractor as soon as possible as to whether they are the Selected Provider.

4. Contractor qualifications

Contractor must conduct business and interact with CAMP FIRE COLUMBIA consistent with its mission of promoting racial equity, environmental sustainability, and positive youth development. CAMP FIRE COLUMBIA is committed, wherever possible, to source services from Contractors who respect human rights, ethics and the environment and have responsible policies and practices. Specifically, we expect you to operate in a manner that is consistent with these values and relevant to their respective services.

5. Contractor's cost

Any costs incurred by the Supplier in responding to this RFP or in support of activities associated with the Proposal to this RFP, are to be borne by the Contractor and are not reimbursable by CAMP FIRE COLUMBIA.

6. Code of Conduct

It is the objective of CAMP FIRE COLUMBIA to obtain the best services possible by giving fair and impartial consideration to all Suppliers invited to submit a Proposal. Every potential Supplier will be qualified on a fair and equal basis. Suppliers will be given the same information and treated equally with respect to the selection process. The granting of any advantage to one while excluding others is not permitted.

Selection Criteria

Qualifications (75 points)

- Past Experience with Child Care Business Operations and Financing (25 points)
- Financial modeling and forecasting (either self or through subcontractor (25 points)
- Previous experience using, creating, or eliminating sliding scale fee models or alternate tuition models in a child care setting (10 points)
- Understanding of State of Oregon licensing guidelines, rules, and standards (10 points)
- Minority or Woman Owned Business (5 points)

Statement of Values & Connection to Mission (10 points)

Timeline and schedule of deliverables (10 points)

Cost & Pricing of Contract (5 points)