RFP 27-89173

STATEMENT OF WORK
Attachment K

1. Purpose and Outcomes

The State of Indiana ("State") seeks a qualified childcare provider ("Contractor") to operate a high-quality daycare center ("Center") at the Indiana Government Center ("IGC"). The Contractor shall assume full responsibility for day-to-day program administration, staffing, curriculum, enrollment, family communications, safety, sanitation, supplies, and all other services assigned to the Contractor in this Scope of Work.

The Contractor shall provide a safe, healthy, inclusive, responsive, and developmentally appropriate environment that promotes each child's physical, social, emotional, and intellectual development. The Center shall also serve as a dependable workplace support for State employees while maintaining transparent admission practices, financial sustainability, and measurable service quality. Services must be provided without unlawful discrimination, with reasonable programmatic accommodation for children with disabilities or special needs consistent with applicable law.

2. Service Population, Capacity, and Hours

The Contractor shall maintain capacity and staffing sufficient to serve up to 150 enrolled children, subject to licensed capacity, classroom configuration, age distribution, and legally required ratios. Services shall extend from infancy through pre-kindergarten or age five, supported by a proposed age-band capacity plan covering infant, toddler, two-year-old, preschool, and pre-kindergarten spaces. The Center shall operate year-round on weekdays during hours established by the State, with a recommended minimum window of 6:00 a.m. to 6:00 p.m. Closures shall be limited to State holidays, emergencies, licensing-directed closures, or other State-approved circumstances, and operating hours shall be posted at the primary entrance with advance written notice to families of planned closures.

Full-time enrollment shall be the primary model; part-time or shared slots may be offered only when they do not displace eligible full-time families and remain subject to the same standards. Sufficient staffing must be scheduled at opening, closing, breaks, meals, transitions, outdoor play, and all other times to maintain required ratios.

3. Licensing, Accreditation, and Quality

The Contractor must possess and maintain a valid Indiana Child Care Center License issued by the Indiana Family and Social Services Administration, Office of Early Childhood and Out-of-School Learning, and remain compliant with IC 12-17.2-4, 470 IAC 3-4.7, and all other applicable requirements.

The Center shall maintain the highest available level under Indiana's applicable childcare quality rating or improvement system. If opening-day eligibility or operating-history prerequisites prevent this, the Contractor shall enter at the highest immediately attainable level and achieve the highest level within a State-approved timeframe. The Contractor shall also hold National Association for the Education of Young Children accreditation at opening and notify the State within one business day of any complaint, investigation, adverse finding, or other change affecting licensing, accreditation, quality rating, or authority to operate.

4. Program, Curriculum, and Family Engagement

The Contractor shall implement a written, research-informed, developmentally appropriate curriculum aligned with each age group and with applicable accreditation and quality-rating standards. Daily programming shall include language and literacy, early mathematics, science, art, music, social-emotional learning, and age-appropriate independence and self-care. The program shall balance quiet and active experiences, indoor and outdoor play, child-selected and adult-facilitated activities, individual and group experiences, and predictable routines that allow flexibility for individual needs. Each classroom shall post a current daily schedule and menu, and lesson plans shall be provided to the State upon request.

Staff shall use positive, developmentally appropriate guidance practices and assess and document each child's progress using age-appropriate methods. Progress shall be communicated to parents or guardians at regular intervals, with prompt notice of significant developmental, behavioral, health, or safety concerns. The Contractor shall encourage family participation through conferences, classroom communications, reasonable visitation, program events, surveys, and feedback opportunities, subject to IGC security requirements. A Parent Handbook shall clearly address enrollment, tuition and fees, attendance, drop-off and pickup, closures, illness exclusion, medication, emergency communications, grievances and appeals, confidentiality, waitlist procedures, and other essential program information.

5. Enrollment, Priority Registration, and Waitlist

The Contractor shall administer a fair, documented, and auditable enrollment system that preserves priority access for children whose parent or legal guardian is an eligible State of Indiana employee, as defined by the RFP or resulting contract. The recommended priority order is: (1) currently enrolled children continuing in care; (2) siblings of currently enrolled children whose parent or guardian is an eligible State employee; (3) other children of eligible State employees; (4) children of other public-sector employees located at or supporting the Government Center, if approved by the State; and (5) members of the general public when capacity remains available. Before spaces are offered to lower-priority

groups, the Contractor shall conduct an initial priority-registration period for State employee families and propose its duration and communications plan for State approval.

The Contractor shall maintain separate, date- and time-stamped waitlists by age or classroom and priority category. Within each category, offers shall be made on a first-applied, first-served basis unless the State approves another objective method. Each offer, response deadline, acceptance, declination, nonresponse, deferral, and removal shall be documented, and families shall receive written notice of material changes to their waitlist status. Public enrollment shall not reduce participation below the State-established employee-priority threshold; the recommended policy is that at least 60 percent of enrolled spaces remain attributable to State employee families, subject to State-approved temporary exceptions when employee demand is insufficient. Monthly enrollment and waitlist reports shall show licensed capacity, enrollment by age band and priority category, vacancies, pending offers, waitlist counts, and average time to placement where calculable. Upon request, the Contractor shall also provide reports concerning complaints or disputes about priority status, availability, or waitlist administration.

6. Staffing and Personnel

The Contractor shall employ a qualified on-site Center Director with authority over daily operations, staffing, regulatory compliance, family issues, and coordination with the State; a qualified designee shall be present whenever the Director is absent. The Contractor shall conduct all criminal history, child abuse and neglect registry, sex offender registry, reference, identity, and qualification checks required or permitted by law and bear all associated costs. Staffing shall satisfy the most stringent applicable requirements for staff-to-child ratios, group sizes, supervision, and qualified-teacher coverage.

The Contractor shall maintain a written staffing plan and monthly schedule covering every classroom and operating period, including opening and closing, breaks, absences, meals, planning time, and emergency backup coverage. Annual and ongoing training shall address child development, curriculum, positive guidance, mandated reporting, emergency procedures, first aid and CPR, medication, food safety, allergies, sanitation, safe sleep, transportation when offered, inclusion and special needs, confidentiality, and Government Center security. Written personnel policies shall address job descriptions, compensation and benefits, leave and attendance, performance management, grievances, discipline, and termination. The State shall be notified promptly of a Director vacancy or any staffing condition that threatens ratios, licensing, quality rating, accreditation, safety, or operating hours.

7. Health, Safety, Security, and Emergency Preparedness

The Contractor shall maintain current, written, and practiced emergency plans for fire, severe weather, tornado, earthquake, hazardous materials, utility failure, medical emergencies, active threats, missing children, reunification, evacuation, shelter-in-place, lockdown, and continuity of operations. These plans shall be coordinated with IGC security and facility management. Current pediatric first aid and CPR

coverage must be available whenever children are present, and staff must be prepared to respond to allergies, asthma, seizures, diabetes, and other disclosed medical needs.
The Center shall maintain secure check-in and check-out procedures, identity verification, authorized-pickup controls, visitor management, child accountability, and controlled access appropriate to a government facility. The Contractor shall provide and maintain assigned interior access-control, communications, and security equipment. If the State requires cameras, they shall be installed only in approved common and program areas, excluded from locations where privacy is expected, retained for at least 60 days, and made available to authorized State personnel within 24 hours of a request, subject to law. Employees shall display State-approved contractor identification and comply with all Government Center security rules. The Contractor shall also conduct daily opening safety checks, documented playground inspections, periodic equipment inspections, and prompt removal of unsafe items from service.

The Contractor shall notify the State immediately of any fatality, missing child, alleged abuse, emergency evacuation, law-enforcement response, serious injury, media inquiry, or event requiring regulatory notification. Unless the State requires an earlier submission, a written incident report shall follow within one business day.

8. Food and Nutrition

The Contractor shall provide nutritionally balanced meals and snacks appropriate to each age group and the Center's operating schedule. At a minimum, the program shall provide the meals and snacks specified in the RFP; the recommended baseline is breakfast, lunch, and two snacks for children present throughout the full operating day, with parent-provided infant formula or special products managed under written policy.

Menus shall be posted in advance and in each classroom, substitutions identified, and effective controls maintained for food preparation, service, temperature, sanitation, and inventory.
Current allergy and dietary-restriction information shall be maintained, with controls designed to prevent exposure, cross-contact, and unauthorized food service. Reasonable medically necessary substitutions shall be provided consistent with law and available documentation. Food handlers shall receive required training and maintain necessary certifications, and all kitchen, food-preparation, dining, and storage areas shall remain clean and sanitary.

9. Space, Furnishings, Equipment, and Property

The Center shall be configured for up to 150 children. Final quantities and room assignments shall be based on the State-provided floor plan, code analysis, licensing review, approved capacity by age group, and the Contractor's operating plan.

The Contractor shall provide, install, inspect, clean, maintain, repair, and replace all Contractor-furnished equipment, furnishings, materials, toys, and consumables needed for a fully operational Center. A written inventory of State-furnished property shall be maintained, with receipt acknowledged, property safeguarded against misuse or damage, malfunctions reported promptly, and participation provided in periodic and end-of-term inventory verification.
The Contractor shall not alter the premises, install locks, affix equipment, add signage, or install high-energy, plumbed, vented, hard-wired, heavy, or vibration-producing equipment without prior written State approval. Exits, corridors, stairs, elevators, building systems, and access panels shall remain unobstructed. The Contractor shall restore damage caused by its personnel, families, or invitees, excluding normal wear and tear, and maintain every area in a clean, sanitary, orderly, and child-safe condition throughout operating hours.

10. Operations, Administration, and Financial Sustainability

Unless the RFP expressly provides State operating support, the Contractor shall operate the Center through tuition, fees, subsidies, and other approved Center-generated revenue. The Contractor shall maintain sufficient startup and working capital to furnish, staff, stock, license, accredit, and operate the Center without interruption. An annual operating budget and generally accepted accounting records shall be maintained, with Center revenues and expenses separated as required by the State and financial information provided in accordance with the contract.

Written policies shall govern tuition, billing, deposits, advance payment, subsidies, sibling discounts, late payment, late pickup, vacations and absences, refunds, closures, delinquency, and credit-card payment security. All rates and fees shall follow the approval process stated in the contract, and the Contractor must obtain prior written State approval before increasing tuition or mandatory fees. Each rate-change request shall identify the proposed rate, effective date, business justification, relevant cost increases, and comparison with geographically relevant childcare rates.

The Contractor shall also maintain a childcare management system supporting enrollment, attendance, authorized pickup, billing, incident documentation, family communications, and reporting while protecting confidential information.

The Center shall be marketed primarily to eligible State employees in coordination with the State, and any public marketing shall remain consistent with employee-priority requirements. The Contractor shall maintain adequate insurance, including commercial general liability, professional liability, abuse or molestation coverage, workers' compensation, automobile liability where applicable, property coverage for Contractor property, and umbrella or excess coverage in the limits established by the RFP and State risk management.

The Contractor shall provide 24-hour primary and secondary emergency contacts, identify the individuals responsible for daily operations and escalation, and coordinate with facility management

regarding utilities, HVAC, repairs, pest control, waste, janitorial scope, signage, security, parking, and access. Extraordinary or after-hours building services requested by the Contractor may be charged to it when provided in the contract.

The Contractor shall protect confidential child, family, employee, health, financial, video, and security information and comply with all applicable records-retention, cybersecurity, breach-notification, and public-records requirements.

11. Records, Reporting, Quality Assurance, and State Oversight

The Contractor shall maintain complete and current records covering licensing, personnel, training, enrollment, attendance, health, incidents, medication, inspections, menus, food safety, finances, property, maintenance, complaints, and family communications. A continuous quality-assurance program shall measure program quality, staff performance, family experience, licensing and accreditation compliance, safety, enrollment, retention, and corrective action. The Contractor shall permit announced and unannounced State inspections at reasonable times, provide immediate access in emergencies, and cooperate with regulators, health and fire officials, and accrediting bodies.

Monthly operating reports and quarterly performance reviews shall be provided during the first contract year. Thereafter, the State may conduct reviews quarterly, semiannually, or annually based on performance and risk. At least once each year, the Contractor shall conduct a parent or guardian satisfaction survey using a State-approved instrument and submit aggregated results with an improvement plan. The Contractor shall report problems with proposed resolutions, participate in meetings, provide requested management reports, and implement State-approved corrective-action plans by established deadlines.

12. Transition, Mobilization, and Opening

The Contractor shall submit a detailed mobilization plan within [10] business days after notice of intent to award or contract execution, as directed by the State. Mobilization shall be coordinated with the State, facility management, regulators, accrediting organizations, and any incumbent provider to protect continuity for children and families and meet State milestones. Before opening, the Contractor shall complete all required licensing, quality-rating, accreditation, insurance, hiring, screening, training, technology, security, furnishing, equipment, inventory, food-service, sanitation, policy, family-communication, and enrollment activities.

The Contractor shall participate in readiness reviews and a final pre-opening inspection, and the State may withhold approval to open until all deficiencies are corrected. A contingency plan shall address delayed licensing, construction, equipment delivery, staffing shortages, technology failure, food-service interruption, and other opening risks.

13. Deliverables and Performance Standards

Performance Area	Standard	Remedy / Evidence
Licensing	100% continuous authority to operate; no operation beyond approved capacity	License and inspection records; immediate escalation
Accreditation / Quality	Maintain required highest quality level and NAEYC status	Certificates, milestone reports, corrective action
Staffing Ratios	Meet the most stringent applicable ratio and group-size standard at all times	Attendance and staffing records; immediate correction
Operating Availability	Open for all required hours except authorized closures	Operating log; family notices; corrective plan
Employee Priority	Apply approved hierarchy and threshold consistently	Monthly enrollment/waitlist audit
Safety Reporting	Immediate verbal notice and written report within required period	Incident file and regulator notices
Equipment / Sanitation	No known unsafe item in service; required cleaning completed	Inspection and cleaning logs
Reporting	Complete, accurate reports submitted by due date	Report acceptance; cure of deficiencies
Family Complaints	Acknowledge within 1 business day and provide substantive response within 5 business days unless investigation requires longer	Complaint log and resolution record
Corrective Actions	Close findings by State-approved due date	Documented verification of closure