

COLUMBUS STATE

COMMUNITY COLLEGE

27-001 Request for Proposal

For:

Child Care Center Master Operator

Columbus State Community College

550 East Spring Street

Columbus, Ohio 43215

RFP Issue Date:

August 4, 2026

Proposal Due Date:

September 11, 2026

by 2pm local time

1. College Overview

Columbus State Community College (herein also referenced as Columbus State or CSCC or the College) is Ohio's largest state community college and one of the largest and most comprehensive colleges in Ohio, serving students from more than 130 countries and all 88 Ohio counties and contributes nearly a billion dollars annually in regional economic impact. Columbus State has maintained its long-standing commitment to providing affordable, high-quality education to meet the increasingly diverse student body and educational needs of the Central Ohio community for over fifty-seven years. As a comprehensive community college, it is the region's only open-access institution. Columbus State is also a convener of employers, local government, and other leaders to develop regional strategies to create opportunities for all to participate in the emerging economy.

Columbus State is Central Ohio's front door to higher education and a leader in advancing our region's prosperity. The mission is to educate and inspire, providing our students with the opportunity to achieve their goals. Student Success, Inclusion, Quality, Innovation, Learning, Partnership, Stewardship, and Leadership are the values that guide Columbus State in fulfilling this mission. The College is chartered to serve four counties in central Ohio (its Service District): Franklin, Delaware, Union, and Madison with about 85% of students residing within the Service District.

Columbus State Community College is committed to a proactive and comprehensive supplier diversity program that ensures active and full participation of historically disadvantaged, economically and socially underutilized businesses.

2. Project Overview

Columbus State is in search of a Master Operator (MO) for this center. The MO will be responsible for licensing, staffing, and general operation of a 6-classroom facility with an enrollment capacity of 100 children. The goal of the Center is to provide accessible, high-quality education for the children of Columbus State students and employees, as well as the surrounding community. In return, Columbus State aims to provide and maintain a newly renovated, purpose-built facility.

The 13,800 sf approx. (gross interior) building, and 18,403 sf approx. (gross exterior) is capable of enrolling at least 100 children at any given time. Each

classroom has direct access to a children's restroom and the playground. Each classroom will also be equipped with a one-way observation terminal with audio/visual capability.

The footprint of the center includes the following:

- Controlled access main entry vestibule
- Reception area
- Three administrator offices
- One warming kitchen with pantry
- One Conference Room
- One staff lounge/resource room
- Laundry Room
- Three Adult Restrooms
- Six classrooms. Three pre-school and three infant/toddler
- One large muscle room
- One art studio
- Lactation Room
- 12 parking sites
- Large outdoor playground

Estimated Hours of operation: 7 am - 6 pm or as agreed to by both the College and the Master Operator.

Closures: The center would be closed when the campus closes for holidays and unexpected closings such as inclement weather. The center shall remain open during semester breaks except for the week between Christmas and New Year. See Exhibit A for rendering of the childcare facility.

Below is a breakdown of what Columbus State will provide to the Master Operator and the services the Master Operator will need to cover:

- General upkeep and maintenance of the building in accordance with College standards. This would include the care and maintenance of outside equipment and surfaces at a standard deemed appropriate by the College.
- General security at the center, according to that provided for the rest of the College;
- Furniture, fixtures, and equipment within the newly renovated center. The College will pay for FF&E at an adequate level to run a childcare

center. This includes indoor furnishings for the classrooms and offices as well as outdoor equipment. This does not include end-point computing devices. Network connectivity aligned to the standards of College that includes Wi-Fi capability within the center.

- Columbus State has a set of expectations that any interested partner must adhere to in order to be considered. MO, along with any contracted partners, must commit to or describe a sufficient alternative solution:
 - Provide childcare services for up to 100 children per semester (see below for prioritized populations)
 - Carry appropriate insurance as shown in section 14 of this RFP.
 - Obtain a SUTQ Gold rating;
 - Be responsible for the quality and financial management of the program:
 - Assume all responsibility and liability concerning state, local and federal licensing and be in compliance with all federal, state, and local regulations and laws;
 - Hire all preschool and infant toddler lead teachers with a livable full-time wage, including benefits, with at least a two-year degree in early childhood education;
 - Hire all assistant teachers at livable hourly wage;
 - Assume responsibility for utility costs of operating the center;
 - Provide materials and supplies for the instructional needs of the children served and the MO's employees;
 - Reimburse the College for daily janitorial and cleaning services for the operation of the center;
 - Any requirements beyond general upkeep and maintenance indicated above for the building or outside equipment and services would be the responsibility of the MO;
 - Any security requirements above what is provided to the rest of the College would be the responsibility of the MO;
 - Provide required food service for children attending the center. Note that the center does not have an exhaust hood, so no cooking is permitted on site; and
 - Provide all personal computing needs (e.g., personal computers, laptops, iPads, etc.) for children and employees.
 - Provide first enrollment priority to Columbus State students' children; second enrollment priority to Columbus State employees' children; third enrollment priority to the surrounding community.

- Accept publicly funded childcare credit or an alternate funding method to create wide access for Columbus State's students.
- Follow a curriculum that is aligned with what is taught in the early childhood program at Columbus State:
 - *The childcare center's curriculum will align to the ECDE program's curriculum by creating an environment that invites children to participate in emergent, interest driven, experiential learning. The curriculum will foster purposeful play, critical inquiry, and a collaborative community approach to education – for children, for their educators, and for a more creative and compassionate society. Developmentally appropriate practices defined by the principles of the National Association for the Education of Young Children will be the foundation for curriculum development and assessment across all domains of learning. Therefore, the curriculum will use appropriate tools for observing, documenting, and assessing children's learning to positively influence the development and diverse backgrounds of every child. The alignment between the childcare centers' curriculum and Columbus State's ECDE program will adhere to a constructivist guidance approach to incorporate an inclusive environment that supports social justice learning and prioritizes social and emotional development. The childcare center will serve as a training facility for future teachers studying in the ECDE program.*
- Allow faculty, staff, and students from Columbus State to conduct field placements and observations in every classroom.
- Priority placements for our ECDE practicum students in the childcare center classrooms. This would be inclusive of students completing practicum in these courses:
 - ECDE 2900 Early Learning Foundations* AU, SP, SU semesters (70 hours)

- ECDE 2901 Preschool Practicum* AU, SP, SU semesters (130 hours)
- ECDE 2840 ECA Practicum I * AU, SP, possibly SU semesters (196 hours)
- ECDE 2841 ECA Practicum II * AU, SP, possibly SU semesters (196 hours)
- ECDE faculty and staff will have access to video recording capabilities in classrooms to be used for instruction and support of ECDE student teaching practices. Faculty and staff will utilize the observation rooms and center conference rooms for coaching purposes and meetings with students.
- The classroom teachers will serve as mentor teachers to the ECDE practicum students and collaborate with an assigned ECDE faculty coach to support the student's curriculum development and implementation, offer feedback and evaluation, and work with the faculty coach to schedule observations of the practicum student. The Early Certificate Aid program (ECA) students, from our certificate program who have intellectual and developmental disabilities, will also have an ECA teaching assistant who will periodically provide student support during practicum hours.

Outside of the aforementioned expectations, Columbus State also values the following items or situations:

- Create a process that accepts payments from CSCC qualified CCAMPIS recipients
- The ability to partner with Columbus State and community organizations to arrange educational opportunities, support, and services for children and their families.
- The ability to offer learning opportunities to other academic departments, including, but not limited to: Nursing, Dental Hygiene, Fire Science, Culinary Arts, and Sports and Exercise Studies.

Columbus State is requesting proposals that describe the Master Operator's program for the center that will meet the requirements of this RFP. Specifically, the proposal should address the following questions:

- What is the proposed allocation of children by age?
- What is the proposed allocation of client families with regard to public support versus self-pay and full-time and part-time parent usage?

- What are the anticipated daily rates relative to Head Start and Publicly Funded Child Care rates; as well as rates charged by MO at other locations?
- Does the proposal assume access and utilization of any grant funds specific to this location and the children served?
- What are the phases of scaling from launch to operating six classrooms?
- What is the proposed staffing of the childcare center?
- What are the financial projections, subsidy requirements, and other requirements of the college to assure a self-supporting program?

3. Proposal Format

To facilitate a consistent and equitable evaluation process, suppliers shall organize their proposals using the format outlined below. Responses should address each section in the order presented. At a minimum, proposals shall include the following:

- Executive Summary
 - Provide an overview of the supplier's qualifications, approach, and key differentiators.
 - Summarize the proposed operating model and how it aligns with the College's goals and objectives.
- Operational Plan - Describe the supplier's proposed operating model for the Early Learning Center, including, at a minimum:
 - Proposed center operating hours and annual calendar;
 - Classroom configuration, including room types, age groups served, and target enrollment by classroom;
 - Enrollment strategy and projected enrollment by program and age group;
 - A phased implementation plan, including:
 - Pre-opening activities and timeline;
 - Year 1 enrollment ramp-up strategy;
 - Operational and financial sustainability plan for Years 2 and 3;
 - Proposed staffing model, including staffing levels, organizational structure, and key leadership positions;
 - Approach to licensing, accreditation, curriculum, family engagement, and regulatory compliance.
- Financial Proposal

Provide a detailed financial model that includes:

 - Revenue and expense projections for Years 1 through 3; expenses should be broken down by the following categories:

- Staffing costs by position and role
 - Administrative/office supplies
 - Food/meals/snack
 - Cleaning services
 - Professional development
 - Other as described
- Assumptions used in developing the financial projections;
- Any anticipated College operating subsidy or financial support required, including the timing and amount of such support;
- Expected enrollment assumptions and their relationship to financial sustainability;
- Any additional revenue sources, grants, or funding opportunities anticipated.
- Complete all responses required in Sections 3, 4, 5, 6, and 11. Responses should clearly identify the corresponding RFP section and question.
- Supporting Documentation
Suppliers may include financial statements, references, sample reports, organizational charts, licensing information, or other materials that support their proposal. Supporting documentation should be included as appendices.
- The College will not reimburse suppliers for any costs incurred in the preparation or submission of a proposal. By submitting a proposal, the supplier acknowledges that it has reviewed and accepts the requirements, specifications, and terms and conditions set forth in this RFP unless specific exceptions are clearly identified in the proposal. Failure to follow the required proposal format or provide the requested information may result in the proposal being deemed non-responsive and removed from further consideration.

4. Supplier Profile

Provide an audited copy of your company's financial statements for the past three years.

Has the company ever filed for bankruptcy or reorganized due to financial hardship? If so, describe the reorganization and its effect.

5. Qualifications & References

Supplier must submit, along with contact name and phone number, at least three (3) accounts serviced by the Supplier for at least five (5) years. Please provide accounts that align with the scope of work. Columbus State Community College reserves the right to contact these businesses, institutions, etc., and requests

that contact information be included for each account. Failure to comply may result in rejection of the proposal.

Supplier is required to list all higher-educational contracts lost without cause in the past three (3) years along with reason for cancellation or non-renewal. Columbus State Community College reserves the right to contact these businesses, institutions, etc. and requests that contact information be included for each account. Failure to comply may result in rejection of proposal.

Provide certificate of liability insurance that meets the requirements outlined in the RFP.

6. Proposal Due Date & Instructions

Suppliers are required to submit an RFP response via email to Darrin Albaugh at dalbaug1@csc.edu

All RFP Responses must be received on or before 2:00 p.m. local time on 9/11/2026.

Upon submission by Supplier, all proposals and related material shall become the property of the College. Any and all costs incurred by Supplier associated with the creation, development, preparation, presentation, and/or support of the procurement process associated with this RFP shall be the sole responsibility of Supplier with Columbus State neither having nor incurring any pecuniary responsibility in the process. Suppliers should anticipate that the RFP, their response to the RFP, and any related correspondence will be made an integral part of any contractual agreement resulting from the selection process. A Supplier not willing to incorporate the content of its RFP Response into a contractual agreement without caveat should not proceed with this RFP process.

Columbus State may accept any or all of the items of the proposal, which applies whether or not there are discussions subsequent to the receipt of the proposal. Any discussions with Supplier shall constitute neither a rejection nor a counter proposal. Discussion by Supplier of Supplier's bid or the procurement process with anyone other than the college Purchasing Director or Assistant Director may result in the disqualification of Supplier.

This RFP is not intended to limit the content of the proposal or to inhibit the presentation of legitimate information to the evaluation process. It is, however,

required that Supplier's response follow the format provided, with any additional information being provided in the area designated for additions and/or exceptions.

7. College Point of Contact

Questions about this RFP must be emailed to Darrin Albaugh Assistant Director of Procurement and College Services Columbus State Community College dalbaug1@cscscc.edu by July 22, 2026.

Only information communicated by Darrin Albaugh or designee shall be deemed the official position of the College. The College specifically requests that all bidders restrict all contact and questions regarding this RFP to the above-named individual. Failure to adhere to this channel of communication will lead to the bidder being disqualified from having its proposal considered.

8. RFP Revision

This document and all appendices are considered part of the required specifications to the RFP. If it becomes necessary to amend or revise any part of the RFP, the College will e-mail or mail addenda to all Suppliers who received this original RFP.

9. Method of Award

The College may cancel and/or reissue this RFP at any time. The College reserves the right to invite some, all, or none of the Suppliers for interviews and further negotiation and/or discussions. In making an award, factors such as, but not limited to, responsiveness to all specifications, ability to perform the contract, Supplier service capability, integrity, facilities, equipment, reputation, human and financial resources, as well as, past performance will be weighed.

No proposal shall be accepted, nor any obligations hereunder assigned, by Supplier until such time as Supplier shall receive a binding letter of intent or contract from Columbus State. If selected, Supplier must satisfy all services as described in RFP.

10. Notification of Intent/Pre-Proposal Meeting & Campus Tour

Suppliers are required to advise Purchasing of their intent to submit a proposal to this RFP and are strongly encouraged to attend a pre-Bid meeting and campus tour. The “notice to Bid and attend pre-Bid meeting” form, located in Exhibit B, should be scanned emailed to dalbaug1@csc.edu on or before 2:00 PM local time August 18, 2026. Attendance is limited to three (3) representatives per Supplier.

11. Schedule of Events

The schedule of events for the proposal review process is as follows:

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| • RFP issued | August 4, 2026 |
| • Intent to bid & attend pre-bid meeting form due | August 18, 2026 |
| • Pre-bid meeting on campus | August 24, 2026 |
| • Questions from Suppliers Due | August 28, 2026 |
| • Responses to Questions Sent to Suppliers | September 4, 2026 |
| • Proposal due date | September 11, 2026 |
| • Interviews | TBA |
| • Award and begin contract negotiation | TBA |
| • Execute contract | TBA |
| • Staffing on site | TBD |
| • First day of full operation | August 2027 |

12. Contract Term

The contract will be for the term of three (3) years with two (2), 2-year contract renewal options.

13. Insurance

The supplier shall provide at all times during the contract period the following insurance coverage:

- Workers Compensation as required by law.

- Public liability insurance, in occurrence form, under a comprehensive coverage form of policy, including for theft by employees, consumption or use of products, in amounts of not less than \$1,000,000 for bodily injury, including death, to any one person and not less than \$2,000,000 for any one occurrence.
- Property damage insurance, in occurrence form, under a comprehensive form of policy in amount not less than \$2,000,000 for each accident and aggregate.
- Automobile liability insurance with basic limits \$300,000/\$500,000 and \$50,000 each occurrence and \$50,000 property damage, including personal injury.
- Supplier agrees to supply a current certificate of insurance to the College within 21 working days after acceptance of a contract and name Columbus State Community College as the holder of the certificate.
- Cyber Liability insurance in the amount no less than of \$10,000,000. Coverage should include breach/event response, cyber extortion, business interruption and lost revenue due to cyber related issues, system failure or cyber-attack.
- Columbus State Community College must have ten (10) days' notice of cancellation or change in insurance coverage and give its approval.
- Sexual Misconduct & Molestation Liability Limits equal to your General Liability Limits.
- A minimum of \$3M Umbrella Limits over your General Liability and Sexual Misconduct & Molestation coverage.

14. ADA Compliance

The College requires all suppliers to follow the Americans with Disabilities Act as Amended (ADA-AA) and other applicable State of Ohio and Federal standards such as sections 504 and 508 of the Rehabilitation Act of 1973 regarding accessibility and disability. Suppliers must ensure that products and services are functionally accessible to individuals with disabilities. Compliance means that a person with a disability can acquire the same information, engage in the same interactions, and enjoy the same services as a person without a disability, in an equally effective and integrated manner, with substantially equivalent ease of use.

15. Standard Agreement (Contract)

The College intends to utilize its standard Supplier Agreement for this procurement. Only the successful supplier will be required to execute the agreement following contract award. The Supplier Agreement is not required as part of the proposal submission. A template of the agreement may be provided upon request.

16. Confidentiality/NDA

Proposals submitted to the College for consideration will be held in confidence and not made available until the date the College announces the award of a contract based on the competitive solicitation or the cancellation of the competitive solicitation. Confidentiality Agreements or any Non-Disclosure Agreements (“NDA”) will be established as needed between Supplier and Columbus State to share information about Supplier proprietary information and specifics about Columbus State’s current information security capabilities.

17. Other Conditions

Suppliers responding to this RFP should not contact the President, Members of the President’s cabinet, Board members or their respective staffs concerning the RFP from the date hereof until the selection process has been completed.

This RFP is not for general distribution. Suppliers are permitted to partner with other companies, but the partner company may not respond directly to the RFP. The partner company product or service should be part of the proposal submitted by the original recipient of this proposal.

18. Compliance with Federal, State and Local Laws

Supplier represents and warrants in submitting a Proposal to the RFP and in the performance of any contract awarded as a result of this RFP, it has complied with and/or shall with all applicable Federal, State, and local laws, rules, and regulations. No Supplier or any person acting on behalf of any Supplier shall, in any manner, discriminate against, intimidate, or retaliate against any employee hired for the performance of work under the contract on account of race, color, religion, sex, age, handicap, national origin or ancestry.

19. Governing Law

The laws of the State of Ohio will govern the interpretation, validity and effect of the RFP and any resulting contract documents. Any disputes arising out of this RFP or resultant contract shall be litigated in the appropriate Court in Franklin County, Ohio.

20. O.R.C. 9.24

Ohio Revised Code (O.R.C.) Section 9.24 prohibits the State from awarding a contract to any offeror(s) against whom the Auditor of State has issued a finding for recovery if the finding for recovery is “unresolved” at the time of award. By submitting a proposal, offeror warrants that it is not now, and will not become subject to an “unresolved” finding for recovery under O.R.C. 9.24, prior to the award of any contract arising out of this RFP, without notifying the College of such finding.

21. Public Record Law

It is expressly understood by the parties that Columbus State Community College is a public institution and is subject to the Ohio Public Records Act, O.R.C. 149.43, et seq. Upon receipt of a public records request, Columbus State is required to provide prompt inspection or copies within a reasonable period of time of responsive records that Columbus State determines, in its sole discretion, are public records subject to release. Regardless of any other term in this contract or agreement, release of public records in compliance with Ohio law will not be deemed a breach of this RFP.

If a Respondent designates any information within its proposal as protected from disclosure by applicable law and the College receives a request for disclosure of any such information, the College will attempt to provide sufficient notice to Respondent so that Respondent may have the opportunity, within a reasonable period of time, to obtain protection from such disclosure. If, after a request for disclosure, litigation is brought attempting to compel production of the material or to protect the materials from production, Respondent shall be solely responsible, at its cost, for establishing the basis for non-disclosure of the information. If an appropriate tribunal determines that the information must be disclosed or fails to protect the information from disclosure, the College will release the material.

22. Taxes & Infringement

It is understood that all Proposals received shall be exclusive of any Use, Sales, Federal, State, or local tax. The College is an institution qualified for exemption from customary taxes. Tax Exemption certificates will be furnished upon request.

The College shall be saved harmless by the Supplier from payment of any and all claims and costs (including attorney fees) arising out of any infringement, alleged infringement, or use of any patent or patented device, article, system, arrangement, materials, processes, or any copyright, trademark, trade secret, or any proprietary right of any third party used by them in the execution of the contract.

23. Endorsements

The Supplier shall not permit endorsements by photographs or written statements involving the College or use of the College trademarks or logos, without prior written approval of the College.

24. Right to Clarify

The College reserves the right to obtain clarification of any point in supplier's proposal.

The failure of the Supplier to make additional information available could result in rejection of the bid.

25. Subcontracts

Supplier will not assign or subcontract any part of the work performed without prior written consent of the College. Supplier will provide the College with pricing for any subcontractor hired. Any subcontractor so approved and used in connection with the work is the agent of the Supplier and not the agent of Columbus State Community College. Any subcontractors will be expected to comply with all the terms and provisions of this RFP and any resultant contract document.

26. Proprietary Information

All evaluation criteria for Proposals are non-proprietary and subject to public disclosure after contract award. All Proposals are subject to public disclosure under Ohio Revised Code Section 149.43. Supplier will fully indemnify and protect the College from any costs (including attorney's fees) that may be incurred as a result of the College's possession or release of such information.

27. Philanthropic

Columbus State has built its student success strategy on deep partnerships with universities, K12 districts, employers, social service groups, government agencies and suppliers. The College is seeking a supplier partner that shares our commitment to student success. Philanthropic partnership opportunities include, but are not limited to, student scholarships, in kind contributions and student internships. Include any philanthropic opportunities in your proposal.

28. Sustainability

Columbus State Community College seeks to improve on an already progressive approach to sustainable operations by selection of equipment/software that utilizes technology and innovation to provide energy and resource efficiencies, as well as considerations of sustainable ethics and procurement. These include but are not limited to energy consumption, consumables efficiency, re-use and longevity of production materials, emission minimization, waste management, and consistency within the chain of custody involved in the fabrication/distribution process. All equipment sold to the college and the manufacturing operations should be pursuant not only to federal, state, and local law/regulation, but should strive to exceed compliance expectations when possible. Additionally, the ability to track and report initial and ongoing data relative to the savings (energy, resource, etc.) is of further value to the College.

29. Interview

Only finalists will be requested to provide presentations. Supplier will be required to have their proposed key personnel attend the presentation. The college will not be responsible for any travel cost incurred.

“EXHIBIT A”



“EXHIBIT B”

(INTENT TO BID AND ATTEND PRE-BID MEETING)

NOTICE OF INTENT TO BID AND ATTEND PRE-BID MEETING

DUE ON OR BEFORE 2:00 p.m., local time, August 18, 2026

To:

Darrin Albaugh

Columbus State Community College

Assistant Director of Procurement and College Services

dalbaug1@csc.cc.edu

This is to inform you that acknowledges receipt of Columbus State Community College's Request for Proposal (27-001) for Child Care Center Master Operator and will be attending a pre-bid meeting on July 16, 2026.

Attendance at the pre-bid meeting is limit to three (3) representatives per Supplier.

Printer Name(s):

Signature(s):

Title(s):

Number of Attendees (Limit 3):

Today's Date: