



Request for Proposals

Vendor to Assist the
Denver Preschool Program with:

Customer Service

Enrollment and Eligibility

Data Management

Tuition Credit Scale Development

Issued: Wednesday, November 16, 2016

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Section I – General Information

RFP Summary

The Denver Preschool Program wishes to retain the services of a qualified organization to manage its customer service operations and to enhance and maintain a data management system.

The vendor who is awarded this contract will manage enrollment and eligibility, which includes beneficiary application administration and support functions for all participating families, the student attendance and tuition credit calculation process, and the DPP Provider database. Weekly, monthly, annual and ad-hoc reports will be required.

To date, families enrolling in DPP have completed a paper-based application and accompanying documentation. The application data is then moved into our database by enrollment specialists and all documents are then scanned for the historical record and shredded. Therefore, our customer management system is entirely digital. Further, DPP organization is moving toward a secure web-based, and possibly mobile, family application.

Background

The Denver Preschool Program, initially approved by voters in November 2006 then renewed and expanded by voters in November 2014, provides Denver residents of 4-year-old children with a tuition credit for preschool, and quality improvement supports to classrooms at more than 250 licensed preschool providers. There are approximately 570 DPP classrooms in the City and County of Denver and adjacent cities.

The Denver Preschool Program participants receive tuition credits on a sliding scale based on family income, household size, length of day attending preschool, actual attendance, and the quality rating of the chosen provider. The program is open and voluntary for all Denver 4-year-olds in their last year of preschool prior to kindergarten. Families can choose any licensed preschool provider that contracts with DPP and agrees to participate in a quality rating and improvement system. To date, the Denver Preschool Program has managed approximately \$80 million in tuition credits to families and over \$11 million in quality improvement funds to providers, has served approximately 41,000 children, and currently serves approximately 5,000 children annually. DPP provided over \$12 million in tuition credit support in the 2015-2016 program year, which runs from September through August.

The program is administered by the Denver Preschool Program, Inc., an independent 501(c)3 created for the sole purpose of managing Denver's dedicated preschool tax. The organization is governed by a Board of Directors appointed by the Mayor of Denver and City Council, and comprised of citizens with experience managing businesses, non-profits and public programs.

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The Denver Preschool Program values flexibility, collaboration, and entrepreneurial thinking. As a steward of cutting-edge data on preschool outcomes and quality indicators, the Denver Preschool Program envisions enhancing its web-based platform for all parent, provider and quality evaluation users. The goal is to improve efficiency, allow for integration of independent databases and generate outcomes data. The Denver Preschool Program desires a vendor who can work with this effort in a manner that supports and aligns with our organizational values, as well as a partner willing to take the initiative to recommend innovation to DPP. We seek a partner who not only gathers data but reviews it, identifies trends and proactively presents insights and potential solutions to program staff.

Contract Duration

The term of this contract is for a period of three (3) years commencing on April 3, 2017 if a new contractor is selected, and October 1, 2017 if the present contractor is selected. The Denver Preschool Program, at its sole option, shall have the unilateral right to extend the contract for up to two (2) additional, successive one-year terms.

Contract Budget

The maximum budget for this Contract for each year of the contract is:

Year One:	\$525,000
Year Two:	\$551,250
Year Three:	\$577,500

RFP respondents should ensure that their detailed budget proposals are aligned with these budget ceilings. DPP values efficiencies that can reduce costs. As noted in Section IV, Criteria Used in Review of Proposals, the value of the proposed budget can receive up to 15 of 100 total possible points in the scoring of the RFP response. Offerors are encouraged to submit a budget that will provide the highest quality services with the lowest possible cost.

Hourly Work: Additional work not contemplated in the contract tends to occur with regularity each year, but DPP is not always able to foresee this work and therefore does not place it in the body of the scope of work. Rather, DPP sets a cap on what it expects to spend on work outside of the scope of work each year, and then negotiates an hourly rate sheet so that additional work can be completed on an hoc basis. Typically this work involves some new or unanticipated enhancement to the SugarCRM system or a request for advisement on a topic outside of the scope of work.

Inquiries

Unless otherwise noted, prospective contractors may make email inquiries concerning this RFP to obtain clarification of requirements. All responses will be publicly posted in the “About Us” section of the DPP website at the following link:

<http://www.dpp.org/about-us/contractoropportunities>

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DPP will strive to respond to all inquiries within 48 hours of receipt. No inquiries will be accepted after December 9, 2016 and final responses to all inquiries will be posted by December 16, 2016. Please email all inquiries to: David Collins, Director of Operations at david@dpp.org.

Lead Officer

The sole point of contact for purposes of this RFP prior to the award of any contract is the Denver Preschool Program Director of Operations:

David A. Collins
Director of Operations
The Denver Preschool Program
305 Park Ave W, Suite B
Denver, CO 80205
david@dpp.org

All communication regarding this RFP must be in writing.

Pre-Proposal Conference

A Pre-Proposal Conference will be held on Wednesday, December 7, 2016, beginning at 2:00 p.m., at the offices of the Denver Preschool Program, 305 Park Avenue West, Suite B, Denver, CO 80205. Participation at the Pre-Proposal Conference is not mandatory, but all interested Offerors are encouraged to take part in order to facilitate better preparation of their proposals. In addition, attendance may facilitate the Offeror's understanding of RFP requirements. Telephone participation can be accommodated.

In order to assure adequate seating and other accommodations at the Pre-Proposal Conference, it is requested that all attendees notify David Collins of their intention to participate by email (David@dpp.org) by 5 p.m. Mountain Time, Monday, December 5, 2016.

Proposal Due Date

Ten (10) bound copies of each complete proposal as well as a PDF copy on a USB Flash Drive must be received by the Denver Preschool Program's Director of Operations at the listed address **no later than 5:00 p.m. (Mountain Time) on Friday, January 13, 2017**, in order to be considered:

David A. Collins
Director of Operations
The Denver Preschool Program
305 Park Ave W, Suite B
Denver, CO 80205

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Requests for extension of this date or time will not be granted. Offerors mailing proposals should allow sufficient mail delivery time to ensure timely receipt by the Director of Operations. Proposals received by the Director of Operations after the due date of **Friday, January 13, 2017, at 5:00 p.m. (Mountain Time)** will not be considered. Proposals may not be submitted by e-mail or facsimile.

Oral Presentation

Offerors may be invited to make oral presentations to occur in late February. These presentations must be presented verbally as well as in writing. Written materials will become part of the Offeror's proposal and are binding if the contract is awarded. The Director of Operations will notify Offerors of the time and place of oral presentations by February 6, 2017.

Mandatory Contractual Terms

By submitting an offer in response to this RFP, an Offeror, if selected for award, shall be deemed to have accepted the terms of this RFP as well as the terms below:

- **Employer's Liability Insurance:** The Offeror shall maintain Employer's Liability Insurance with limits of \$100,000 for each bodily injury occurrence claim, \$100,000 for each bodily injury caused by disease claim, and \$500,000 aggregate for all bodily injuries caused by disease claims.
- **General Liability Insurance:** The Offeror shall maintain limits of \$1,000,000 for each occurrence claim, \$1,000,000 for each personal and advertising injury claim, \$2,000,000 products and completed operations for each occurrence, and \$2,000,000 policy aggregate. The Denver Preschool Program and the City of Denver must be named as additionally insured on the firm's liability insurance.
- **Worker's Compensation:** The Offeror shall maintain coverage as required by statute for each of its business locations.
- **Audit requirements:** Each year the Denver Preschool Program is required to participate in an independent financial audit of our program. As a contractor to the Program, the selected vendor will be required to have their Denver Preschool Program-related operations participate in this audit process. Denver Preschool Program will also conduct on-site audits of files. Finally, the selected vendor will be required to participate in the Program's Quality Assurance process on an ongoing basis.

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- **Transition Assurance:** Prospective new contractors must explain how they will assure that there will be no gap in service while transitioning from our present to a new contractor. DPP has built in a 6 month overlap of new and old contractors should the present contractor not bid on or prevail with this RFP.
- **Continuity Plan:** The present contract must explain how they plan to continue DPP's high fidelity enrollment and eligibility contract.

Section II – Scope of Work

Scope of Work - Minimum Requirements

The Denver Preschool Program is interested in proposals for a service provider to manage all client transactions, collect, manage, and track data, to develop the annual DPP tuition credit scale, and to provide the highest customer service to the families we serve, the preschools with whom we collaborate, as well as our internal staff and Board. The minimum requirements include:

General Requirements

- Should a subcontracting organization be utilized for any component of this RFP, the roles and capabilities of that partner organization should be fully defined within your organization's submission.
- Manage an ongoing plan for continuous improvement of processes and services.
- Develop, track and maintain relevant program enrollment and eligibility policies and standard operating procedures.
- Over the past nine years, the Denver Preschool Program has consistently enrolled between 4,500 - 5,500 children each year. Even as the program indicates stable and relatively predictable enrollment, the Offeror must prove that it maintains robust systems to effectively handle up to a 20 percent increase or decrease in annual applications.
- The Offeror will deliver services in an efficient and effective manner. As a manager of a City contract, the Denver Preschool Program operates within a culture of financial accountability and will hold the Offeror to similar standards.
- Participate in ongoing in-person weekly meetings and work to manage a cohesive relationship with DPP staff.
- Participate in and make presentations to DPP's Board of Directors and DPP program committees, and prepare ad hoc reports upon request.

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Customer Service and Enrollment and Eligibility

- Denver Preschool Program customer service hours of operation are Monday through Friday, from 8:00 a.m. until 5:00 p.m. Offices may close on federal holidays.
- The Offeror also must have a minimum of three dedicated staff (at least one of whom is bilingual in English and Spanish) providing customer service support to Denver Preschool Program families and preschools on an ongoing basis.
- Staff Denver Preschool Program's main telephone line and provide bilingual (English and Spanish) support to family and provider questions in regard to the program or in regard to the application process, with key performance measurements in place to include, but not be limited to:
 - Number of incoming calls
 - Average wait time
 - Number of abandoned calls
 - Average call time
 - Number of callers served in English
 - Number of callers served in Spanish
- Administer the Program's P.O. Box and respond appropriately to family and provider correspondence.
- In a timely manner and with key performance metrics in place, accept and qualify Denver family applications for Denver Preschool Program tuition credits by:
 - Ensuring that the child is a Denver resident
 - Ensuring that the child is the appropriate age as defined by the Program's Ordinance and DPP program staff
 - Validating family income and size
 - Ensuring that the selected preschool is approved by Denver Preschool Program
- With appropriate checks and balances in place, accurately calculate a family's tuition credit through a defined process that includes:
 - The child's preschool schedule (part-day, full-day, or extended-day)
 - The family's income and size
 - The quality rating of the selected preschool
- Notify families, with copy to the preschool, of their tuition award within five business days via the families' preferred communication method (letter, email or text).

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- Provide bilingual (English and Spanish) support to questions from preschools about family enrollment, attendance compensation, and tuition credit calculation.
- Assist the Denver Preschool Program in periodic parent and provider mailings, email through mailing list development.
- Periodically attend and contribute to DPP community enrollment events, such as the Preschool Showcase and other forms of community engagement.
- Service Level Agreements – These agreements must be met and tracked and reported on monthly.
 - Application Processing
 - All DPP applications are processed within five business days of processing. Denver Public School’s DPP Applications are exempted from this requirement and follow a separate criteria.
 - Attendance Processing
 - All monthly attendance records submitted by Community Providers are to be processed by the next “Attendance Due Date”. Presently providers have two opportunities to submit attendance for the prior month. For example, for September a provider may choose to submit attendance on either October 7 or October 20. Attendance received on October 7 is required to be processed prior to October 20.
 - Using submitted preschool attendance records, the contractor prepares a payfile calculating the payments per child for an attendance period and delivers this Microsoft Excel® spreadsheet to DPP for quality assurance. Following quality assurance the contractor loads payments into our automated payment system.
 - Community providers must receive verification of receipt of their submitted attendance within one business day of receipt by the customer service and enrollment team.
 - Document Management
 - Hard copies of DPP applications received are shredded after they are scanned and attached to the database Application Record.
 - Call Center
 - 80 percent of calls answered within 20 seconds

- Other
 - Monthly Enrollment and Eligibility Report Due by the 15th of each month.
 - Support connecting DPP-eligible families not presently enrolled in preschool with DPP preschools that have student enrollment openings.

Data Management, Reporting, Access, and Sharing

- Collaborate with Denver Public Schools to assign all Denver Preschool Program-enrolled children with a Denver Public Schools (DPS) student identification number.
- On an ongoing basis, accept and process preschool reports that detail child-level attendance data.
- Twice per month complete calculations that detail tuition payments to be made by Denver Preschool Program per child, as well as per preschool, based on defined criteria including the child's preschool schedule, the family's income and size, the quality rating of the preschool, and the child's attendance.
- Deliver activity and outcomes reports to Program staff to include (but not limited to):
 - Total current enrollment stratified by income tier and provider type.
 - Total current enrollment trends as compared to historical.
 - Application processing statistics including number completed, in process, and average processing time.
 - Call Center statistics (cited above).
 - Reports listed above available in weekly, monthly and annual formats.
- Review and assess data and reports on an ongoing basis and proactively highlight trends, insights, and potential solutions to Program staff; work with Program staff to implement solutions.
- Respond to ad hoc report requests from Program staff.
- Track all family and preschool communication/contacts -- whether online or via phone -- and tie communication back to student application.
- Generate and send out monthly pre-populated attendance spreadsheets to all DPP preschools listing all current approved DPP children per school.

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- Track the movement of children enrolled in DPP among DPP preschool providers, should a child move from one preschool to another in the course of a program year.

Information Management Systems

- Use, manage, adapt, enhance, and when appropriate replace with newer versions of the software, DPP's SugarCRM searchable database to manage child-level and preschool provider-level information.
- Support or lead Denver Preschool Program's effort to move to a secure and fully integrated, web-based platform for all parent communication and data collection.
- Within the application process, families must submit sensitive information to the Denver Preschool Program and its subcontractors. As such, the successful vendor will prove to the Denver Preschool Program that they are able to receive and manage all Program-related conversations and materials in a secure location, separate from other business functions within the organization.
- Create and manage a secure electronic storage solution for application and service-related documents, accessible to authorized users and tied to a student application.
- Ensure appropriate systems and infrastructures are in place to consistently provide for electronic documentation storage, color printing and usage of the latest versions of document templates.
- Maintain web-based data management system to become the central repository of information for children enrolled both currently and historically, preschool provider information with historical detail and evaluation data captured through the Program's research partners.
- Allow remote access by staff of DPP and DPP's Quality Improvement contractors to input and maintain the preschool provider database. A list of information requirements for preschool providers is included in the Appendix of this RFP.
- Allow remote access by Denver Preschool Program's evaluation Contractors to enter or import and maintain child outcomes data.
- Link child, provider and evaluation level data to allow more robust reporting.
- Allow secure and password protected remote access by Denver Preschool Program staff for ad hoc reporting purposes.

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- Create standard tools to communicate across all mediums with families, preschools, Denver Preschool Program staff and other users that rely on paper, email, text, or other modes as communication vehicles.
- Deliver web-based, on demand activity and outcomes reports to Program staff to include (but not limited to):
 - Total current enrollment stratified by income tier and provider type.
 - Total current enrollment trends as compared to historical.
 - Application processing statistics including number completed, in process, and average processing time.
 - Call Center statistics (cited above).
 - Reports listed above available in weekly, monthly, and annual formats.
- Develop web-based systems to support the following processes:
 - Child application.
 - Eligibility assessment and approval.
 - Preschool attendance reporting.
- Allow secure and password protected remote access by Preschool Providers, including Denver Public Schools, to enter or import child-level enrollment or attendance information.
- Ability to import and export data sets with the following systems at a minimum:
 - Denver Public Schools (who currently rely on ShareDrive and SharePoint).
 - Evaluation partners (who currently rely on Access, SAS, and SPSS).
 - Quality improvement and rating partners (who currently rely on Salesforce or Sugar).
- Create and manage secure electronic document storage, accessible to authorized users in various locations.
- Create and manage a centralized family and preschool communication/contact tracking system, accessible to authorized users in various locations.
- Any change to a provider or family record in the database must be tracked and date-stamped, including the customer service staff member who made the change in a change log and a record of who requested the change. A change report must be available to DPP upon request. Historical versions of documents must be retained for reference.

Tuition Credit Scale Development

- Annually manage the development of DPP's tuition credit scale (See Appendix E):
 - DPP's tuition credit scale creates a sliding scale from which a monthly tuition credit is provided to preschools on behalf of enrolled children and is based on family size, family income, the length of daily care provided, and the quality rating of the preschool.
 - Provide data to DPP on historical enrollment data used to forecast future enrollment.
 - Partner with DPP in the development and production of the annual tuition credit scale. This includes development of several scenarios from which DPP can make an informed recommendation to the Board of Directors.

Request for Response to Potential New Program Components

NOTE: These items are outside of the budget for this RFP and anticipate future program modifications; please provide your best estimate of cost through a budget proposal.

Please describe how your organization would add the following functionality to the enrollment and eligibility data management system and into your organizations workload, including staffing requirements.

DPP Scholarship Gap Funding

DPP is contemplating adding an additional layer of tuition credit assistance to Denver's lowest income families in the form of a scholarship that would cover the gap between the highest tuition credit the family is eligible for under the existing tuition credit scale and the published monthly tuition cost of the preschool where the family seeks to enroll their child. In your description, please describe how DPP might factor into a scholarship analysis whether a family is presently receiving other public funding such as Head Start and the Colorado Child Care Assistance Program (CCCAP).

DPP Preschool Enrollment Specialist

DPP is contemplating adding a preschool enrollment specialist to this contract. This person would be a direct contact for families and preschools seeking assistance enrolling students in DPP. This position would provide a direct contact for families to speak with when seeking guidance or assistance with finding the right DPP preschool and enrolling in the program.

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Adding 3-Year-Olds to DPP

DPP currently serves 4-year-olds. It is possible that DPP will expand its programming to serve all or a portion of Denver's 3-year-old population for either a partial or full year. Please explain your process for management of the addition of 3-year-olds and how your organization would manage this significant increase in DPP programming. Please include any necessary enhancements to the SugarCRM that might be needed as well as staffing requirements.

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Section III – Proposal Format

Please provide one original document plus ten (10) copies. Submissions should include:

- A cover sheet providing the name of the firm, contact information, MBE/WBE/DBE participation and any Denver office presence.
- Table of Contents
- Executive Summary: The Offeror shall condense and highlight the contents of the Proposal/Work Plan, providing a broad understanding of the entire proposal. (3 page limit)
- Corporate information including history, financial stability, length of time in business and areas of specialty. The same information should be presented for any subcontracting organization. (2 page limit per organization)
- Organizational qualifications and experience, including previous clients and similar project examples with contact information. The same information should be presented for any subcontracting organization. (2 page limit per organization)
- Two letters of support from current or prior clients.
- Work Plan: Define how the Offeror intends to develop and manage the scope of work including (10 page limit for Required Scope of Work):
 - Clear outline of proposed activities and timeline to manage the contract transition (if appropriate). Key assumptions and roles of staff and organizations (if subcontracting any component) should be clearly identified.
 - A clear description of how the Offeror intends to staff and manage ongoing customer service responsibilities. Include discussion of training, ongoing staff support and a continuous improvement plan for processes and customer service. Key assumptions and roles of staff and organizations (if subcontracting any component) should be clearly identified.
 - Description of technical solution, systems architecture, organizational infrastructure and ongoing management systems that will implement and support ongoing contract work. Roles of staff and organizations (if subcontracting any component) should be clearly identified.
- Customer Service and Management Plan: Define customer service. How does your organization’s culture and existing infrastructure support excellence in customer service to DPP as a client, DPP’s contractors, families, and preschool providers? What key metrics does your firm have in place to monitor and evaluate performance? (3 page limit for each organization)

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- Experience and proposed staffing to include (4 page limit per organization):
 - Biographies of organization leadership.
 - Staff lead for this contract.
 - The staff members who would interface regularly with Denver Preschool Program staff, families and preschool providers.
 - The proportion of each person's time that will be dedicated to serving the Denver Preschool Program.
 - If positions are currently unstaffed, please identify the skills as well as the traits you would seek in successful candidates.
 - If subcontracting, the organization should be clearly identified.

- The Denver Preschool Program seeks a firm that provides personalized service to our staff as well as to our families and preschool providers. Concurrently, we need assurances of consistent service in the event of catastrophic events. Given these considerations, please describe how your firm's size is an asset to the Denver Preschool Program. Conversely, what are the risks to the Denver Preschool Program of working with an organization the size of your firm, and how will you manage those risks? Please describe your firm's contingency plan surrounding unplanned loss of key staff. The same information should be presented for any subcontracting organization. (2 page limit per organization)

- Experience with integration of disparate web-based platforms and summary of general integration approach, if appropriate. (4 page limit)

- Responses to Technical Security and Implementation Questionnaire, included in the Appendix of this document. (6 page limit)

- Line-item budget detailing transition and training costs. (as applicable)

- Line-item budget detailing ongoing costs for the Required Scope of Work. Specifically identify those costs allocated to customer support and processing, as compared with one-time or ongoing infrastructure investments.

- Potential new program components enumerated in the scope of work section. (4 page limit)

Section IV – Criteria Used in Review of Request for Proposals

The following criteria will be used in screening, ranking and selection of the successful firm:

Criteria	Maximum Points
Transition or Continuity Plan	5
Denver-based Company	10
MBE/WBE/DBE Designation	5
Qualifications / Experience	15
Demonstrated Technical Capability	20
Value of Detailed Proposed Budget	15
Scope of Work Implementation Plan	30
Total Points	100

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Section V – Proposal Schedule

RFP issued:	November 16, 2016
RSVP for pre-proposal conference	December 5, 2016
Pre-proposal conference	December 7, 2016 (2:00 p.m. Mountain Time)
Final responses to questions posted	December 16, 2016
Proposals due:	January 13, 2017 (5:00 p.m. Mountain Time)
Notice of Oral Presentations	February 6, 2017
Oral presentations:	February, 2017 (Date, Time, and Location To be Determined)
Contract awarded:	March 1, 2017
Service launch:	April 3, 2017 (If new contractor selected) October 1, 2017 (If present contractor selected)

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Section VI – Special Considerations

1. The RFP does not commit the Denver Preschool Program to procure or award a contract for all or a portion of the scope of work described.
2. Denver Preschool Program reserves the right to negotiate the contract terms related to payment, scope of work, timeline and the performance of the work tasks.
3. Denver Preschool Program reserves the right to reasonably request additional information or clarification of information provided in the responses without changing the terms of the RFP.
4. Proposers shall respond to the RFP at their own expense.
5. The proposal must be signed by a person authorized to sign on behalf of the Proponent and to bind the Submitter to statements made in response to this Request for Proposal.
6. Documents submitted pursuant to this RFP will be subject to the Colorado Open Records Act, C.R.S. §§ 24-72-201, et. seq. Information clearly marked as confidential and proprietary will be kept confidential by Denver Preschool Program, unless otherwise provided by law. The Colorado Open Records Act provides that “Trade secrets, privileged information, and confidential commercial, financial, geological, or geophysical data furnished by any person” to a state agency will not be produced in response to an open records request. Denver Preschool Program will notify the Submitter if a request is made for such information, so that the Submitter may take any action it deems necessary to defend the request. The Submitter shall be the entity responsible for defending against Colorado Open Records Act disclosures for any records claimed by the Submitted to be confidential and proprietary.

Appendix

- A. Universal Expectations
- B. Technical Security and Implementation Questionnaire
- C. Preschool Provider File Information
- D. Current Denver Preschool Program Application
- E. 2016-2017 DPP Tuition Credit Scale

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A. Universal Expectations

- **Universal Expectations**

- All conduct under the contract shall be in the best interest of the Denver Preschool Program.
- Adhere to DPP Branding Guidelines, as appropriate.
- Represent DPP in a positive and friendly manner during any contact with DPP Providers, families, and/or partners.

- **Family and Preschool Provider Communications**

- Correspondence: email and phone calls: When communicating with a prospective or enrolled family, as well as DPP Preschool Providers regarding DPP-specific activities, any Customer Service/Enrollment staff must acknowledge they are calling on behalf of the Denver Preschool Program.

- **Collaboration with Other DPP Contractors**

- DPP's enrollment and eligibility contractor must work collaboratively with other DPP contractors, including but not limited to:
 - DPP's auditor in the production of records necessary for the annual DPP audit.
 - DPP's quality assurance contractor in the preparation of quality assurance reports.
 - DPP's evaluators in relation to providing child specific data for matching with child assessment data.

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B. Technical Security and Implementation Questionnaire

The following questions are intended to explore the security and ‘openness’ of the proposed technology. Any additional information that helps the Denver Preschool Program understand your approach to meeting related issues is encouraged:

1. What is the contact information for the person answering this questionnaire?
2. What parts of the technology are developed in-house? If development is being done to meet the Denver Preschool Program’s needs, what software development methodology/SDLC is used?
3. What preferred platforms or technologies does your organization utilize?
4. Where is the proposed solution hosted?
5. Is the hosting facility certified (LEEDS, SSAE16, SAS, ISO, etc.) to meet industry standards?
6. If suggesting a new solution, provide an overview description of the end-to-end application data flow of your product or service. Include details on the data type (i.e. customer, internal, etc.), processing performed against the data, the process in which the data is exchanged or collected, transmission method (e.g., secure file transfer, email, FAX, physical media), storage, encryption used (in storage and transmission), and logical or physical separation of the data.
7. If suggesting a new solution, describe the logical components that make up the proposed solution.
8. List the software products supporting the system, including operating system, web server, communications middleware, DBMS, etc. Are all software costs included in the proposal?
9. Explain the application log-on function and authentication methodology.
10. What session management controls are used to end a session or log off a user after a period of session inactivity? What are the time limit thresholds and are they customizable?
11. Where are the user IDs and passwords stored for validating user credentials? How are they protected (i.e., encrypted or hashed)?

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12. Describe the method for addressing forgotten passwords. Explain both the automated (system) aspects, as well as any manual steps (either customer or Customer Service Representative initiated). Include details for self-administration mechanism to reset password and secret phrases as applicable. How is user identification accomplished?
13. Describe password security (i.e. how is the user ID and password delivered to the user, what is the minimum password length, what password character requirements are in place, history checking, how often do passwords expire, are one-time passwords used, etc.).
14. What types of confidential information do you anticipate will be collected and displayed? What are the security controls around this data, both in transmission from customer and in administrator reports?
15. Are client-side components needed, such as Java applets, Java applications, Flash, plug-ins or ActiveX controls?
16. What audit trails does the system generate? Describe what events and data are logged for application and system access and updates. Describe storage location, length of storage and security controls for audit trail logs in online and offline storage. Does the application allow for verbose logging which may result in sensitive data in the log files? What mechanism is used for enabling logging? Describe any separation of audit functionality from debug/trace logging if it exists.
17. Describe on-going technical support provided such as documentation, knowledge base, help desk availability, etc.
18. Describe what actions an administrator (application, system or database administrator) can perform on the application and data. Is there a capability to mimic a user's login? Is the CSR or administrator activity restricted and specifically logged? Can a CSR perform actions that appear (in system logs, for example) to have been issued by the customer?
19. Describe the controls in place to prevent unauthorized changes to the application source. Is there a source control system implemented?
20. Will a development, test, and/or staging environment be maintained through which the Denver Preschool Program can review proposed changes to the system?
21. How will the Denver Preschool Program be involved in the software development process? What documents will be required of the Program, and what responsibilities do you imagine stakeholders will have during the initial implementation as well as throughout the life of the contract?

22. What kind of digital certificate is used to protect each web server - a simple SSL/TSL certificate, or a Global Server ID certificate? Which CA (Verisign, Thawte, GTE Cybertrust, etc.) do you use?
23. Do you conduct periodic security reviews (audits), vulnerability scanning, and/or penetration testing on your network and server infrastructure? Include details regarding scope, methodology and frequency of reviews and use of external service providers, if applicable.
24. What Service Level Agreement (SLA) for system uptime are you offering?
25. Do you have Service Level Agreements in place with all of your third -party providers for any connections, products, or open source code?
26. Describe mechanisms used to monitor production servers and applications. Include information such as differences between external and internal monitoring, monitoring infrastructure services, use of SNMP and community string values, internally developed monitoring tools, etc.
27. Describe your problem management procedures including escalation procedures, client notification, problem tracking, documentation, root cause analysis, integration with change management procedures, etc. Are these procedures formally documented?
28. Describe your security incident management, responses to different types of events (i.e., unauthorized access of data or systems, malicious code execution, network penetration, loss of computer equipment, security breaches, denial of service, etc.), contingency plans, evidence gathering, etc. Are the incident response procedures documented and periodically tested and validated?
29. Describe your archiving policies and procedures including how system and database backups are performed. In particular, describe what is backed up and how often, and how the backups are tested (i.e., can you successfully recover using these files?).
30. If the workload on the system varies in average and peak loads, what steps do you take to ensure that you always have acceptable response times for your users?
31. Do you have a business continuity plan (BCP)?
32. How would you describe integration possibilities with the proposed system? What protocols are used and what technology and approaches will facilitate integration with existing Denver Preschool Program, Denver Public Schools, banking and potentially other local/state systems?

C. Preschool Provider File Information

The following data are collected and managed for every Denver Preschool Program preschool provider and the contractor must be able to store all documents and data. The contractor must be able to store all documents and data from each family application received. Optical scanning is the preferred method of document retention, with shredding of the original documents.

Documents

- Signed Provider Application/ Provider Agreement Renewal
 - Tuition schedule
 - Vehicle Insurance Waiver (if applicable)
 - W9 form
 - Provider Religious Instruction Information
 - Classroom daily schedule(s)
 - Worker's Compensation Waiver (if applicable)
- Certificate of Insurance
 - General Liability
 - Auto Liability (if applicable)
 - Workers' Compensation (if applicable)
- Quality Improvement MOU (sent to Denver's Early Childhood Council)
- Quality Rating Report
- Quality Improvement Plan

Data

- Provider number
- Site number
- DPP approval date
- Program name
- Program contact
 - Primary Contact: Name, email, phone number, fax number
 - Preschool Director: Name, email, phone number, fax number
- Financial contact
 - Name, email
- Program type (center or home)
- Address, City, County, State, Zip Code
- Website
- Program Length (nine or 12 months)
- Religious Instruction? (yes or no)
- Spanish-speaking only? (yes or no)
- License number
- Quality Rating, current and historical
- Rating valid date
- Rating expiration date
- Preschool and Preschool Classroom Specific CLASS® scores
- Accreditation status (yes or no)
- # of DPP classrooms

**FUNDING
QUALITY
PRESCHOOL
FOR DENVER**

- # of total preschool classrooms
- # of toddler classrooms
- # of infant classrooms
- # of total classrooms
- Funding source (DPP, 1238, FFS, ARRA, Pilot, DPP/FFS, DPP/ELF, DPP/MHUW, DPP/ARRA, Head Start, and CCCAP).
- Quality Rating cycle date
- Notes
- Date of updating provider file; person who updated it; reason for update
- Program status (active or inactive)
- Program Status: effective date
- Name of Coach
- Name of Quality Improvement Navigator
- W9 on file? (yes or no)
- City Council District
- DPS School Board representative
- State House representative
- State Senate representative
- DPS region
- Denver Neighborhood
- Insurance Agency (General Liability)
 - Name, Address, City, State, Zip Code, Phone number, Fax number, Email
- Insurance Expiration Dates
 - General Liability
 - Auto Liability
 - Workers' Compensation
- Insurance Policy Numbers
 - General Liability
 - Auto Liability
 - Workers' Compensation
- Insurance notes; date of updating insurance information; person who updated it