

# NC STATE UNIVERSITY

## Raleigh, North Carolina Request for Information (RFI)

### #63-KGS1070895 - ChildCare Facility Feasibility Study

For internal administrative processing, including tabulation of proposals for posting to [Bonfire](#) and the State of North Carolina [Electronic Vendor Portal \(eVP\)](#), please provide your company's Federal Employer Identification Number or alternate identification number (e.g. Social Security Number). We HIGHLY recommend you register in order to see bid tabulations. Pursuant to G.S. 132-1.10(b) this identification number shall not be released to the public. This page will be removed and shredded, or otherwise kept confidential, before the procurement file is available for public inspection.

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# NC STATE UNIVERSITY

## REQUEST FOR INFORMATION (RFI)

**RFI #63-KGS1070895**

**TITLE:** ChildCare Facility Feasibility Study  
**USING DEPARTMENT:** Human Resources  
**ISSUE DATE:** February 19, 2025  
**DUE DATE:** **2:00 p.m., Thursday, April 3 , 2025**  
**ISSUING AGENCY:** NC State University  
Procurement Services Department  
Campus Box 7212  
Raleigh, NC 27695

Proposals subject to the conditions made a part hereof will be accepted until **2:00 p.m., Thursday, April 3 , 2025** for furnishing information described herein.

**Proposals must be submitted electronically at:**

<https://ncsu.bonfirehub.com/opportunities/173927>

Upload scanned pages from this RFI document included with your proposal response where indicated on the Bonfire website.

Direct all inquiries (via email) concerning this RFI to: Kristen Shelton, CPPB  
NC State University  
Procurement Services Department  
[kgshelto@ncsu.edu](mailto:kgshelto@ncsu.edu)

<b>NOTE: Questions concerning the RFI requirements must be submitted in writing</b> via email to <a href="mailto:kgshelto@ncsu.edu">kgshelto@ncsu.edu</a> , <i>Subject Line: RFI #63-KGS1040895 - Questions</i> , <b>no later than 5:00 p.m on Thursday, March 13, 2025</b> . Questions will be answered in the form of an addendum to this RFI. No other contact with university representatives regarding this RFI is allowed during the proposal process. Attempts to obtain information directly from university personnel, or by any other means, may subject your proposal response to rejection. Please use the following template to submit your questions:	
Reference	Supplier Question
RFI Section, Page Number	Supplier question ...?
	Insert rows as needed

## **1. INTRODUCTION: PURPOSE AND BACKGROUND**

### **1.1 Background.**

North Carolina State University (hereafter referred to as NC State) is seeking information from qualified childcare providers (hereafter referred to as Providers) to assess the feasibility of developing and operating a childcare facility on its Centennial Campus in Raleigh, North Carolina. This facility could either be a retrofit within an existing building or a new stand-alone structure, aimed at meeting the childcare needs of the NC State community (hereafter referred to as the Project).

NC State currently employs approximately 10,000 university faculty and staff working hybrid (~2,500), on-site (~7,450), or fully remote (~50) schedules, and has a total enrollment of more than 39,000 students, including more than 10,000 graduate students. Private campus partners with operations on Centennial Campus employ an additional approximately 5,600 personnel. Collectively, these groups make up the NC State campus community, and the subset of such a population with childcare needs would be the primary intended beneficiaries of the Project.

NC State is a leading public research university located in Raleigh, NC, and the largest public university among UNC system schools. NC State previously partnered with an operator for a childcare facility located near its campus that is no longer in operation, and it currently offers an employer-sponsored childcare subsidy program in partnership with a third-party operator, which program is outside the scope of the Project. This RFI seeks information about childcare facilities generally and employer-sponsored programs, in particular, that will be used in evaluating the feasibility of establishing a new childcare facility on Centennial Campus.

### **1.2 Purpose.**

NC State believes the Project could be a significant amenity for the campus community and a valuable tool in the retention and recruitment of university employees, corporate partners and students with children. The Project would also boost the local supply of childcare service providers at a time when finding reliable childcare services is becoming increasingly difficult. The university is seeking input from Providers regarding sizing methodologies and desirable features of a facility, the scope of services that a facility might offer, and employer-sponsored childcare business models that appropriately allocate risk and responsibilities between the employer and provider to foster project success, all of which may be used by the university to determine whether and how to advance the Project to a formal request for proposal (hereafter referred to as RFP) from responding Providers and other qualified operators.

Response to this RFI is not a condition to, and will not preclude, a Provider's response or consideration in connection with any future request for proposal or other solicitation relating to the Project. NC State does not guarantee, however, that any formal solicitation will be issued for the Project following or as a result of this RFI.

## **2. REQUESTED INFORMATION FROM PROVIDERS**

In connection with this RFI, NC State is solely seeking information from Providers. The purpose of this request is (i) to gauge market interest in the possibility of partnering with the university on the Project, (ii) to obtain information from Providers that will inform the scale and features of the Project requested as part of a formal solicitation, and (iii) to gauge market expectations regarding an employer's level of economic participation and acceptance of operational risk associated with projects similar to the Project. The following information is requested in response to this RFI and would be beneficial to NC State in determining the viability of the Project.

### **2.1 Provider Profile and Qualifications:**

NC State is requesting information from qualified providers who have at least ten (10) years' experience operating childcare centers around the United States, with a preference for providers who are familiar with North Carolina statutory and regulatory requirements and operate at least one (1) facility in the State of North Carolina.

- A. Company Information: Please provide the following:
- i. Provider's legal name and any assumed or trade names under which Provider conducts business, Provider's state of formation, principal place of business, and all states in which Provider is licensed to do business.
  - ii. The legal names and assumed/trade names of any operating subsidiaries that are wholly owned or controlled by Provider, their states of formation, principal places of business, and all states in which they are licensed to do business.
  - iii. A brief overview of Provider's services offered (both directly and through subsidiaries), including consulting or design services, and references to any websites or other online resources that Provider maintains with information relating to services offered by Provider (either directly or through subsidiaries).
  - iv. A summary of Provider's facilities and services (full-time enrollment, part-time enrollment, drop-in care, after-school care, summer camp, ages of children served, typical hours of operation, etc.)
  - v. A summary of Provider's annual business planning and financial performance.
- B. Relevant Experience / Examples to Consider:  
Please provide evidence that the firm has engaged in at least ten (10) years of providing childcare services, specifically noting any facility or facilities operated in North Carolina. Please include the following information for 1-2 projects you feel are most relevant based on the description of the project:
- i. Name and location of project(s) and acknowledgment if the project is affiliated with a college or university.
  - ii. If the information is not confidential, describe the financing, ownership, and management structure of the project.
  - iii. Include the total square footage and capacity of the facility by age group.
  - iv. Describe the development and construction timelines, including opening date.
  - v. Include photographs, renderings, or the project's website, if applicable and available.

## **2.2 Construction & Operation Model(s):**

- A. Facility:
- i. Partnership Model: Describe your preferred partnership model or considerations for maintaining a facility that meets the state of North Carolina licensing requirements and NAEYC standards.
  - ii. Space Requirements: Describe the indoor and outdoor square footage assumptions (on a per child or other basis) that meet program outcomes and comply with NC state licensing and NAEYC standards.
  - iii. Safety & Security: Describe any facility safety and security measures and features.
  - iv. Food Services: Describe preferred setup for food services and daily meal provision(s).
  - v. Sanitation: Describe sanitation requirements for facilities.
  - vi. Maintenance Costs: Provide information for estimated maintenance costs for indoor and outdoor spaces.
- B. Child Care Program Model:
- i. Staffing and Space Allocation: Provide information about the methodology for determining an appropriate number of staff and spaces per child age group to meet the childcare needs of an eligible population, ensuring compliance with the state of North Carolina licensing requirements and NAEYC accreditation standards while meeting the Provider's program outcomes.
  - ii. Workforce Planning: Describe the process for recruiting and retaining staff with the necessary credentials to meet program outcomes and comply with the state of North Carolina licensing and NAEYC standards.
  - iii. Enrollment Management: Describe strategies for managing enrollment, forecasting future

enrollment, handling waitlists, and evaluating the feasibility of hybrid childcare models. Reporting procedures to ensure accurate enrollment of eligible children.

- iv. Rate Setting and Subsidy Allocation: Provide information about the methodology for establishing childcare rates and annual increases. Processes to ensure accurate allocation of subsidy benefits. Participation in Subsidized NC childcare programs (e.g., Head Start, Smart Start Program).
- v. Program Model: Provide information of the preferred childcare program model that is able to meet the needs of various constituencies (for example, faculty, staff, and graduate student employees working hybrid, on-site, or fully remote schedules or flexible schedules), while aligning with the Provider's desired outcomes and meeting the licensing requirements of the state of North Carolina and NAEYC standards.

C. Partnership Models/Structures

- i. Describe any childcare operating models (and particularly employer-sponsored operating models) with which you have direct experience (i.e., facility leases, management fee, profit and loss, hybrid models, etc.)
  1. Note any models or conditions that, if specified for proposals in a future RFP by the university, would result in your being unlikely to respond with a proposal.
- ii. Detail the specific operating model(s) that you believe would be feasible or preferred for an employer-sponsored childcare project similar to the Project, considering the stated objectives. Outline conditions necessary to achieve success (including expected form and level of an employer-sponsor's economic participation) throughout the design, construction, and operation phases of a facility.

**2.3 Project Concept Questions:**

- i. How can the Project be optimized to maximize its impact on the university employees and the campus community and address the quality childcare access gap effectively?
- ii. What key considerations should the university address during the due diligence process?
- iii. What design and construction timeline should the university anticipate for the childcare center to be delivered (assuming a build-to-suit standalone facility and/or a retrofit buildout within an existing building)?
- iv. What is the maximum capacity you would recommend for a single facility program to effectively meet demand while still providing accredited and high-quality childcare, and what features and square footage would you expect would be required for such a facility to operate effectively?
- v. Are there any additional insights or feedback to provide that would enhance the success and effectiveness of a future procurement and/or the Project.

**3. PROVIDER PROPOSAL RESPONSE**

In order to facilitate the analysis of responses to this RFI, providers are required to prepare their response in accordance with the instructions outlined below:

- Completed NC State Cover Page
- Responses must be numbered corresponding to the numbered items in this RFI. Providers should restate each of the items listed and provide their response to that item immediately thereafter. All information should be presented in the listed order. Include any additional tasks that you recommend for achieving successful outcomes.
- Standard 8 1/2" x 11" (landscape or portrait)
- No submission should exceed 50 pages
- Text font size should be a minimum of 12-point

In connection with its evaluation of feasibility and in preparation for potential facility development, NC State would welcome the opportunity for its working group to tour Provider facilities (and particularly facilities that have been retrofitted in existing buildings) and to discuss elements or features that

should be implemented (or that could be improved upon) in connection with design and development of a facility for the Project. The working group would include fewer than 5 people, and tours could be arranged at a time that is convenient for Provider and that would not conflict with daily operations. If Provider would be open to allowing NC State's working group to tour a facility (assuming a convenient time could be arranged), please indicate that in your response and note any facility (or facilities) where Provider would be open to providing a tour. Allowing a tour is not a requirement of a response and is completely optional.

**Proprietary Information:**

All information received in response to this RFI is subject to North Carolina Public Records Act and will be made available to the public. Providers are strongly advised to NOT include any information in their responses that might be considered business sensitive, proprietary, or otherwise confidential. If, however, a Provider chooses to submit business sensitive, proprietary, or otherwise confidential information, it must be clearly and conspicuously marked as such in the response. Each page shall be identified in boldface at the top and bottom as "CONFIDENTIAL". Any section of the proposal which is to remain confidential shall also be so marked in boldface on the title page of that section. Failure to mark these may result in the disclosure of the unmarked information under the Freedom of Information Act or otherwise. In spite of what is labeled as confidential, the determination as to whether or not it is shall be determined by North Carolina law; N.C.G.S. §132-1.3.

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