

## Notice of Request for Proposals

### Charter Management Organizational Services RFP No. 1111

Notice is hereby given that Pathways Management Group (hereinafter referred to as “**PMG**”) is requesting proposals for a provider of Back Office Support Services (hereinafter referred to as “**Proposer[s]**”) to assist with PMG’s operation of its charter school programs.

Proposers should not construe from this notice that PMG intends to enter into a contract with the Proposer unless, in the opinion of PMG, it is in the best interest of PMG to do so. PMG reserves the right to negotiate final contractual terms with the successful Proposer.

The Request for Proposal (RFP) documents are available at  
PMG- website at <https://pmgcmo.org/rfp/>

To request the RFP documents by e-mail or postal mail, please contact:

Fabiola Rodas, Project Manager  
320 N Halstead St., Pasadena, CA 91107  
fabioalarodas@pathwaysmg.org

PMG will record and provide answers to any questions or requests for clarifying information about the RFP during the question and answer period.

PMG will hold an **Optional Tour** of PMG facilities on  
Thursday, June 6, 2019, and 10:00 a.m.  
Location: 320 N Halstead St., Pasadena, CA 91107

Proposers must submit written proposals via email to Fabiola Rodas at [fabioalarodas@pathwaysmg.org](mailto:fabioalarodas@pathwaysmg.org) or in a sealed package at 320 N Halstead St., Pasadena, CA 91107

**labeled:**

**“Proposal – Back Office Support Services [RFP No. 1111]”**

Addressed to:

Fabiola Rodas

Pathways Management Group

320 N Halstead St., Pasadena, CA 91107

PMG will accept all proposals received on or before Monday, June 17, 2019 by 5:00pm. PMG will not accept proposals that are received after the deadline.

PMG reserves the right to reject any or all proposals, and to waive any errors or corrections in a proposal or in the proposal process. PMG will award the contract based on a review and analysis of the proposals that determines which proposal best meets the needs of PMG. Following the review and analysis of all responsive proposals, PMG staff will make a recommendation to the PMG Board of Directors at a duly noticed board meeting.

**REQUEST FOR PROPOSAL  
for  
BACK OFFICE SERVICES**

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**RFP No. 1111  
BACK OFFICE SUPPORT SERVICES**

by

**PATHWAYS MANAGEMENT GROUP**

**ADDRESS ALL PROPOSALS TO:**

Fabiola Rodas  
Pathways Management Group  
320 N Halstead St., Pasadena, CA 91107  
fabioarodas@pathwaysmg.org

# Request for Proposal

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## **Introduction/Purpose of Solicitation**

The purpose of this Request for Proposal (RFP) is to enter into a contract with a provider of Back Office Support Services (collectively referred to herein as “Service Provider”) that will provide Pathways Management Group (hereinafter referred to as “PMG”) with assistance in the operation of its public charter schools. The Service Provider will provide services to PMG as described in RFP Exhibit 1, Scope of Work.

Through this RFP, PMG seeks to promote maximum open and free competition consistent with applicable federal and state laws and standards. Outlined below are examples of basic competitive bidding standards PMG will use in the issuance of this RFP:

- PMG is soliciting competitive proposals in order to secure public objectives in the most effective manner and avoid the possibilities of fraud, collusion, etc.
- PMG released this RFP to benefit PMG and not the Proposers.
- Fulfillment of RFP specifications is based on full and fair competition and acceptance by PMG of the Proposer who meets PMG’s requirements, as determined by PMG when evaluating proposals based on the criteria contained in the RFP.
- The RFP provides a basis for full and fair competition among Proposers to a common standard, free of restrictions that tend to stifle competition.

The above four points are for illustrative purposes only.

To respond to this RFP, interested Service Providers must present evidence of experience, ability, and financial standing necessary to meet the requirements stated in this RFP. PMG will measure this evidence by scoring the proposals, using a point system that will rank each proposal from highest to lowest, to determine which proposals they will consider for the award of a contract.

To be competitive in this solicitation, the Proposer must:

- Carefully read the entire RFP, attachments, exhibit, and PMG responses to questions before submitting a proposal.
- Ask appropriate questions or request clarification before the deadline in the RFP.
- Submit all required responses by the required deadlines.
- Follow all instructions and requirements of the RFP thoroughly and appropriately.

If a Proposer discovers any ambiguity, conflict, discrepancy, omission, or other errors in this RFP, the Proposer shall immediately notify PMG of the error in writing and request clarification or a modification of the RFP. If the Proposer fails to notify PMG of the error prior to the date for submission of proposals, and is awarded the contract, the Proposer shall not be entitled to additional compensation or time by reason of the error or its later correction.

**Schedule of Events  
for  
RFP No. 1111**

- Release of RFP Wednesday, June 5, 2019
- Optional Tour Thursday, June 6, 2019 at 10:00am
- Proposer Question Submission Deadline Friday, June 7, 2019 by 4:00pm
- PMG Provides Answers Tuesday, June 11, 2019
- Deadline for Submission of Proposal Monday, June 17, 2019 by 5pm
- Proposals Evaluated Wednesday, June 19, 2019
- Anticipated Board Meeting June 2019
- Anticipated Contract Award Date June 2019

PMG will make every effort to adhere to the schedule. However, PMG's management reserves the right to amend the schedule, as necessary, and will post a notice of said amendment at <https://pmgcmo.org/rfp/>

## General Instructions for Proposers

1. Prepare proposals simply and economically. Provide a straightforward concise description of the Proposer's capability to satisfy PMG's requirements. Emphasis should be placed on completeness and clarity of content.
2. Submit proposals for the performance of all the services described within this RFP.
3. PMG may reject a proposal if the proposal is conditional or incomplete, deemed non responsive, or if it contains any alterations of form or other irregularities of any kind. PMG may reject any or all proposals or waive any immaterial deviation in a proposal. PMG's waiver of an immaterial deviation shall in no way modify the RFP document or excuse the Proposer from full compliance with all other requirements if awarded the contract.
4. Proposers are responsible for the costs of developing proposals, and shall not charge PMG for any preparation costs.
5. Proposers may modify their proposal after submission by withdrawing the original proposal and resubmitting a new proposal prior to the submission deadline.
6. Proposers may withdraw their proposal by submitting a written withdrawal request to PMG, signed by the Proposer or their authorized agent, through the contact person named in the "Contact Information" provided on page 2 of this RFP. Thereafter, a Proposer may submit a new proposal prior to the proposal submission deadline. Proposers may not withdraw their proposal without cause after the proposal submission deadline.
7. PMG may modify the RFP prior to the date given for submission of proposals by posting an addendum on <https://pmgcmo.org/rfp/>. Proposers are responsible for obtaining any addenda from PMG's Website.
8. PMG reserves the right to reject all proposals for any reason and at PMG's discretion. PMG is not required to award a contract.
9. Any proposals and resulting contract(s) will be public documents reviewed by the PMG Board of Directors at a public meeting. Proposers understand that such documents will not be kept confidential.
10. PMG will not consider more than one proposal from an individual, firm, partnership, corporation, or association under the same or different names. Reasonable grounds for believing that any Proposer has submitted more than one proposal for work contemplated herein will cause PMG to reject all proposals submitted by the Proposer. If there is reason to believe that collusion exists among the Proposers, PMG will not consider any of the participants of such collusion in this or future solicitations.
11. PMG will not consider a joint proposal submitted by two or more entities.
12. Additional charges for regular or express delivery, parcel post, packing, cartage, insurance, license fees, permits, or for any other purpose shall be included (and separately identified) in the proposal.
13. All proposals shall include the forms provided as attachments to this RFP. Proposers may copy these forms. A proposal is considered responsive if it follows the required format, includes all attachments, and meets all deadlines and other requirements outlined in this RFP.

14. PMG shall not accept proposals after the submission deadline specified in the RFP and shall return the unopened late proposals to the respective Proposers.
15. Proposers are responsible for examining the entire RFP package, seeking clarification for any item or requirement that may not be clear to them, and checking all responses in their proposal for accuracy before submitting it.
16. Proposers may submit their questions regarding the information presented in this RFP to Fabiola Rodas in writing by e-mail at [fabioalarodas@pathwaysmg.org](mailto:fabioalarodas@pathwaysmg.org), no later than 4pm on the date set forth above. PMG will answer all questions received by the deadline in writing without exposing the query source. This will be the sole process for asking and answering questions regarding this RFP. Proposers may not contact PMG employees directly to ask questions.
17. PMG representatives reserve the right to inspect a Proposer's operations prior to any award of a contract.
18. PMG reserves the right to negotiate the final terms and conditions of the contract, which may differ from those contained in the proposal, provided PMG considers such negotiation to be in its best interest.
19. Interested Proposers are required to inspect PMG's premises prior to submitting a proposal in order to determine all requirements associated with the proposed contract. The inspection of premises will occur during the Optional Tour.
20. Proposers shall submit three paper copies and one copy in digital format (*e.g.*, email, CD, DVD, or flash drive.).
  - a. The paper copy must contain the original signature of the individual(s) authorized to bind the Proposer contractually and be labeled "Master Copy."
  - b. The Proposer must ensure the digital copy is complete and inclusive of all materials contained in the paper copy, including any required signatures. If there is an inconsistency between the paper and digital copies, the paper copy will take precedence.
  - c. The sealed proposal envelopes must be marked legibly with PMG's RFP number and title, and PMG's name and address, as shown in the following example:

**Proposal—Back Office Support Services [RFP No.1111]**

[Enter Service Provider Name Submitting RFP]

for

Pathways Management Group

Submitted to:

Fabiola Rodas

320 N Halstead St, Pasadena, CA 91107

[fabioalarodas@pathwaysmg.org](mailto:fabioalarodas@pathwaysmg.org)

## Proposal Requirements

To be eligible for evaluation, a proposal must adhere strictly to the format set forth below; failure to do so may result in disqualification. Proposers must complete, label, and separate each section, and number all pages. The content and sequence of the proposal will be as follows:

Section	Title
1.	Cover Letter
2.	Table of Contents
3.	Attachments Checklist
4.	Minimum Qualifications
5.	Proposal Questionnaire
6.	Proposer References
7.	Authorization Agreement.
8.	Fee Proposal

### 1. Cover Letter

Only the individual(s) authorized to bind the Proposer contractually may sign the cover letter, which shall be a part of the proposal package. PMG may reject the proposal if the Proposer fails to include the following required information:

- Name and address of responding company
- Organizational structure of the responding company (*e.g.*, corporation, partnership, etc.)
- Proposer's Federal Employee Identification Number and Corporate Identification Number, if applicable
- Name, title phone number, fax number, and e-mail address of the representative who will be designated as the primary liaison to PMG
- Name, title, phone number, and e-mail address of the representative(s) authorized to bind the Proposer in a contract if different from the primary liaison
- A statement expressing the Proposer's willingness to perform the services described in this RFP
- A statement expressing the Proposer's ability to perform the services required in the Scope of Work, including availability of staff and other required resources to meet all deliverables as described in this RFP
- A statement regarding the Proposer's proprietary information; if applicable, the Proposer must clearly mark in the upper right hand corner those pages to be considered proprietary (**Note:** the Proposer cannot consider the entire proposal to be proprietary; marking the proposal as proprietary does not mean that PMG can keep it confidential, as PMG must comply with the California Public Records Act)
- The following certification:

By signing this cover letter, I (we) certify that the information contained in this proposal is accurate and that all attachments required to be submitted as part of the proposal are certified to be true and binding upon our company.

## 2. **Table of Contents**

Immediately following the cover letter, include a comprehensive Table of Contents that lists all submitted proposal sections, subsections, attachments, and materials.

## 3. **Attachments Checklist**

The Proposer shall include all documents identified in the Attachments Checklist (Attachment B). PMG may reject proposals that do not include the proper required attachments.

## 4. **Minimum Qualifications**

PMG will only consider Proposers that **meet all minimum qualifications** (as listed on Attachment C).

## 5. **Proposal Questionnaire**

The Proposal Questionnaire (Attachment E) is intended to provide PMG with specific information concerning the Proposer's capability to provide services as described in this RFP. Proposers should limit their responses to the number of pages noted in the questionnaire and answer each question in the same order.

## 6. **Proposer References**

Proposers must provide two references on the Proposer References form (Attachment F). PMG reserves the right to contact any of the references listed, and retains the right to conduct reference checks with individuals and entities beyond those listed.

## 7. **Authorization Agreement**

The Proposer or their authorized representative must sign the Authorization Agreement (Attachment G) and return it with the proposal package.

## 8. **Fee Proposal**

The Proposer must complete the Fee Proposal (Attachment H) and return it with the proposal package.

## Evaluation of Proposals

Proposals will be opened on or after the date specified in the Schedule of Events. During the evaluation process, PMG may ask Proposers to clarify information in the proposals, but Proposers may not change their proposals.

An error in the proposal may cause PMG to reject that proposal; however, PMG may, at its sole discretion, retain the proposal and make certain corrections. When determining if a correction will be made, PMG will consider the conformance of the proposal to the format and content required by the RFP and that the Proposer's intent is clearly established based on review of the whole proposal.

PMG will open proposals to determine if they contain all the required information in accordance with this RFP. PMG will evaluate qualifying proposals using the following criteria:

CRITERIA	MAXIMUM POINTS
Administrative Requirements: did the Proposer include all required information in accordance with the General Instructions and Proposal Requirements?	5
Did the Proposer demonstrate experience with and an understanding of the charter management needs as described?	10
Based on the Proposal Questionnaire responses and the Cover Letter, did the Proposer demonstrate a complete understanding of PMG's service requirements, as described in the RFP and the Scope of Work.	10
Does the Proposer have the requisite capability and experience, as measured by performance record, years in the industry, relevant charter school experience, number of other schools served, client retention and satisfaction, and references?	15
Cost	10
<b>TOTAL POINTS</b>	<b>50</b>

PMG will score and rank selected proposals by assigning a score between zero and the maximum score to each proposal criterion. PMG will recommend awarding the contract to the Proposer with the highest total proposal score.

## **Attachments**

Attachment A

## **Optional Tour**

The Optional Tour will include an escorted tour.

- The tour schedule includes the sites listed below.
- Prospective Proposers may not contact any sites or employees outside of the scheduled visit.
- PMG requests that Proposers do not take pictures during the tour as PMG has not obtained releases from parents, students, and employees.

### **TOUR SCHEDULE**

Tour begins June 6th at 10:00 AM  
320 N Halstead St., Pasadena, CA 91107

PMG thanks all Proposers for abiding by our request to keep the disruption caused by the visit to a minimum.

Attachment B

**Attachments Checklist**

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Proposer Company Name

Please complete this checklist to confirm that the items listed below have been included in your proposal. Place a checkmark or “x” next to each item submitted to PMG. For your proposal to be considered, all required attachments must be returned, including this checklist. Submit one copy of your proposal in a sealed package.

Section	Title
_____ 1	Cover Letter
_____ 2	Table of Contents
_____ 3	Attachments Checklist
_____ 4	Minimum Qualifications
_____ 5	Proposal Questionnaire
_____ 6	Proposer References
_____ 7	Authorization Agreement
_____ 8	Fee Proposal

Attachment C

**Minimum Qualifications**

A Proposer must meet all of the following minimum qualifications to PMG’s satisfaction to be given further consideration. Failure to satisfy any of the minimum qualifications may result in the immediate rejection of the proposal.

Both the Proposer’s company and its key personnel currently meet all of the following minimum qualifications:

1. The Proposer has at least three years of experience with providing Back Office Support Services.

Yes \_\_\_\_\_

No \_\_\_\_\_

2. The Proposer has knowledge and experience working with charter schools.

Yes \_\_\_\_\_

No \_\_\_\_\_

3. The Proposer has professional references that demonstrate and evidence the ability to perform the required services.

Yes \_\_\_\_\_

No \_\_\_\_\_

4. The Proposer is licensed to do business in the state of California.

Yes \_\_\_\_\_

No \_\_\_\_\_

## Attachment D

### Proposal Questionnaire

This proposal questionnaire is intended to provide PMG with specific information concerning the Proposer's capability to provide services as described in the RFP. Please be as concise as possible and limit your responses to **no more than two pages per question, unless instructed otherwise. Type each question in the same order as listed in the questionnaire.**

1. Provide a general description of your company's qualifications and experience relevant to the minimum qualifications in Attachment C, along with any necessary substantiating information. Limit your responses to information about your company's capabilities.
2. Provide a statement indicating the year your company was founded; what the primary business(es) of the company is(are); the length of time the company has been providing Back Office Support Services as described in this RFP. In addition, provide the duration and extent of experience the company has with providing any similar services.
3. Provide a general description of your company's experience with charter schools.
4. Provide a general description of how your company will be able to provide the experience, ability, and financial standing necessary to meet the requirements set forth in this RFP.
4. Provide a complete list of organizations or schools that have discontinued or terminated your company's services in the last five years and the reason(s) why.
5. Provide an organization chart for your company, a description of the lines of communication, and the responsibilities at each corporate level.
6. Provide a complete balance sheet or annual report (verified by a certified public accountant) for the last three years of operation.
7. Provide a recommended transition plan that describes the steps the Proposer will take to begin providing the services described in this RFP.

Attachment E  
**Proposer References**

List at least two references to which the Proposer has provided Back Office Support Services within the past five year(s). Failure to complete and return this Attachment will cause your proposal to be rejected.

Reference 1		
Name of Reference		
Street Address		
City	State	Zip Code
Contact Person	Contact Title	Contact Phone Number
Brief Description of Services Provided		
Dates of Service		
Reference 2		
Name of Reference		
Street Address		
City	State	Zip Code
Contact Person	Contact Title	Contact Phone Number
Brief Description of Services Provided		
Dates of Service		
Reference 3 (optional)		
Name of Reference		
Street Address		
City	State	Zip Code
Contact Person	Contact Title	Contact Phone Number
Brief Description of Services Provided		
Dates of Service		

Attachment F

**Authorization Agreement**

Request for Proposal for Back Office Support Services  
RFP No. 1111

We, [*Enter Company Name*], by our signature on this document certify the following:

1. That we will operate in accordance with all applicable California state and federal laws, regulations, and statutes.
2. That the terms, conditions, warranties, and representations made within this RFP and our proposal shall be binding upon us and shall be considered a part of the contract as if incorporated therein.
3. That the proposal submitted is a firm and irrevocable offer good for one year.
4. That we have made examinations and verifications, and are fully conversant with all conditions under which services are to be performed for PMG.
5. That negligence in the preparation or presentation of, errors in, or omissions from proposals shall not relieve us from fulfillment of any and all obligations and requirements in the resulting contract.

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Web Site Address: \_\_\_\_\_

Name of Authorized Representative: \_\_\_\_\_

Title of Authorized Representative: \_\_\_\_\_

\_\_\_\_\_  
Signature of Authorized Representative

Date Signed: \_\_\_\_\_

Attachment G

**Fee Proposal**

**COST BREAKDOWN**

**Proposer Instructions**

- Provide a breakdown of all costs included in the fixed price, including personnel costs.
- Clearly identify all costs**

<b>Item #</b>	<b>Description of Services</b>	<b>Annual Cost</b>
1.		\$
2.		\$
3.		\$
4.		\$
5.		\$
6.		\$
7.		\$
8.		\$
<b>GRAND TOTAL</b>		

## **RFP EXHIBIT 1**

### **HUMAN RESOURCES SERVICES**

- A. Benefits
- B. Employee Help Desk Responses
- C. HRIS System Maintenance/Buildout
- D. Compensation Analysis
- E. Employee Events
- F. Leave of Absence Administration
- G. Employee Relations & Investigations
- H. Human Resource Policy and Compliance ( EE Handbook)
- I. Risk Management (GL Policies)
- J. Employee Onboarding
- K. Pre-Employment Screening
- L. Credential Administration
- M. Retirement Plan Administration
- N. Job Description Administration
- O. HR Compliance and Audits
- P. Custodian Of Records
- Q. HR Training & Development
- R. Performance Reviews
- S. Field Onsite HR Support
- T. Safety Coordination and Training
- U. HR Administration

### **ACCOUNTING SERVICES**

- A. Reporting
  - 1. Internal Reporting
  - 2. Annual Budgeting
  - 3. Monthly reforecast
  - 4. Monthly Cash Forecasting
  - 5. Revenue Calculation and understanding of Revenue Funding Formula
  - 6. Interim External Reporting
- B. Communication
  - 1. Monthly Finance Meetings
  - 2. Financial Updates to Board of Directors
- C. Auditing
  - 1. Annual Financial Audits
  - 2. Annual Compliance Audits
  - 3. Cash Management
  - 4. Accounts Receivable
  - 5. Financial Controls
- D. Other Services
  - 1. Ad Hoc Analysis
  - 2. Taxes
  - 3. Hiring Accounting and Finance Staff
  - 4. Facilitating Training of accounting staff
  - 5. Grant Funds Management

## 6. Expense Reports

### **PAYROLL SERVICES**

- A. Bi-Weekly Payroll Processing
  - 1. Timekeeping
  - 2. Payroll Deductions
  - 3. Compensation Changes
- B. Off-Cycle Payroll Processing
  - 1. Termination Checks
  - 2. Bonus/Incentive
- C. Paycheck Handling
  - 1. Delivery
  - 2. Uncashed Items
  - 3. Stop Payments
- D. Time Off Processing Request, Balance, Accrual Rate
- E. Employee Contributions Posting/Funding
  - 1. 401(k), 403(b)
- F. Annual Compliance Audit
  - 1. 401(k), 403(b)
  - 2. Worker's Compensation
  - 3. Payroll
- G. Annual W-2 Processing
- H. Quarterly and Annual Tax Filings
- I. Verification of Employment
- J. Ad Hoc Analysis
- K. Ad Hoc Reporting
- L. Payroll System Maintenance/Buildout (Workday)
- M. Record-keeping

### **BOARD RELATIONS SERVICES**

- A. Acts as a liaison for the Board Relations team
- B. Manages quarterly and monthly meetings.
- C. Responsible for generating agendas, compiling and creating board package materials for each meeting.
- D. Organize and maintain corporate documents and records
- E. Maintain the yearly board calendar
- F. Assist in reviewing, evaluating, and preparing various legal documents as needed for conformation and consistency.
- G. Manage contracting efforts, pre- and post- board meeting and assists in contract development and review process.
- H. Coordinate travel arrangements, itineraries, meetings, and events for the board members, Board Relations team, or executive team, as needed.
- I. Work with various departments to pull legal and financial documents for meetings
- J. Follow up on board action and questions