Birth-to-Five & Head Start RFP Pre-Proposal Conference

Division of Early Childhood Education April 2019



Agenda

- Welcome & Introductions
- RFP Overview, Service Models, & Completing a Proposal



- HHS Accelerator
- Questions & Answers





What is a Pre-Proposal Conference?

- Proposers have the opportunity to ask questions about specific content in the RFP and procurement requirements.
- A total of five conferences will be held, one in each borough, covering both the Birth-to-Five and the Head Start/Early Head Start RFPs.
- A summary of the conference and the Q&A will be made public record as an addendum on HHS Accelerator.
- A copy of today's presentation will be made public through HHS Accelerator.



Protocol for Pre-Proposal Conferences

- Printed FAQs were made available at the sign-in table. If you have a
 question during the conference, please check the FAQ to see if the answer
 to your question is included.
- If you cannot find the answer to your question in the FAQ, you can write your question on the form provided to you upon entry. Please print clearly and include only one question per form.
- Completed question forms will be collected throughout the presentation.
- Questions will only be answered during the whole group Q&A.
- Questions that were submitted to the PreKRFP@schools.nyc.gov inbox may also be answered, or may be included in the provided FAQ.
- If you have questions after today, email:
 - PreKRFP@schools.nyc.gov regarding the RFPs
 - help@mocs.nyc.gov regarding HHS Accelerator and/or Passport

RFP Overview, Service Models, & Completing a Proposal







RFP Overview





Overview

- The City is bringing all contracted birth-to-five early care and education services under the management of the DOE, serving both income eligible and non-income eligible children o-5.
- The DOE plans to serve at least the same number of children currently served by EarlyLearn in slots providing extended day and year services.
 The RFPs will expand services for 3-year-olds as part of 3-K for All.
 - Services are being procured under **new program models** with the goals of increasing quality, equity, access and sustainability.
- <u>All providers must apply</u> to one or more of these RFPs in order to continue contracting with the City for these services.



From RFP Application to Post-Opening

1

RFP OPEN + PROPOSAL EVALUATION

Winter – Spring 2019

- Pre-Qualify in HHS Accelerator
- Providers craft a proposal for each site that best reflects their program

Summer/Fall 2019

 Evaluations based on ability to provide high-quality program and area demand

Fall 2019

Awards are made

2

PRE-OPENING READINESS SUPPORT

Fall 2019-Summer 2020

- Newly awarded providers receive significant support in launching programs
- Support includes
 - Streamlined enrollment
 - Site readiness
 - Instructional support
 - Family engagement
 - Operational guidance
 - Contracting Process
 - Background Checks
 - Teacher hiring

3

POST-OPENING SUPPORT

July/September 2020 and beyond

- Providers open sites with support and monitoring from several sources
- Support includes
 - Targeted professional development
 - Program assessment
 - Operations compliance assistance
 - Instructional Coaches
 - Social Workers



The Opportunity: Open RFPs

Birth-to-Five RFP

- Proposals must be submitted by Wednesday, June 5, 2019 at
 2:00pm EST
- Five year contract term- July 1, 2020 June 30, 2025
- Providers can propose for school day and year only, extended day and year only, or both school day and year and extended day and year
- Submit one proposal per site (inclusive of all ages and services)
- May apply to this RFP and the Head Start/Early Head Start RFP



The Opportunity: Open RFPs

Head Start/Early Head Start RFP

- Proposals must be submitted by Thursday, June 13, 2019 at
 2:00pm EST
- Four year contract term: July 1, 2020 June 30, 2024
- Submit one proposal per site (inclusive of all ages and services)
- May apply to this RFP and the Birth-to-Five RFP



Who May Apply to These RFPs?

You must apply to the Birth-to-Five RFP and/or Head Start/Early Head Start RFP if you are a:

Current full-day DOE-contracted provider wishing to provide services in the 2020-21 school year and beyond

Current EarlyLearn provider wishing to continue services into the 2020-21 school year and beyond

Current provider wishing to open new sites
Current half-day providers looking to add school-day and year, extended day
and year or Early Head Start or Head Starts services at a site that only serves half-'day.

Providér without a current ACS or DOE contract wishing to provide any of these services beginning in the 2020-21 school year

We stro<mark>ngly encourage providers with contracts expiring in 2021 to also apply</mark> to one or more of these RFPs.

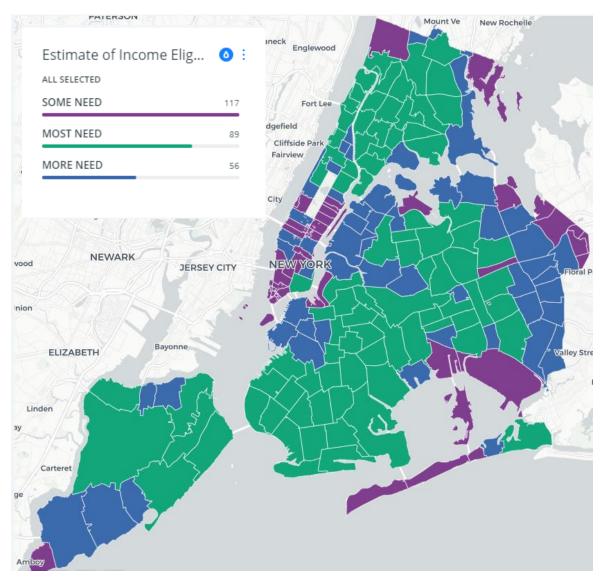


Program Eligibility Overview

Birth-to-Five RFP		Head Start/Early Head Start RFP
 School Day and Year Child Care Centers (Article 47) School-Based Providers (Article 43) Group Family Day Cares (GFDCs) 	 Child Care Centers (Article 47) Group Family Day Cares (GFDCs) may serve 3- and 4-year-olds only 	 Early Head Start: Child Care Centers (Article 47 Providers) with an Infant/Toddler permit and a Pre-school permit Head Start: Child Care Centers (Article 47 Providers) with a Preschool permit



Estimated Service Need



- The DOE considers service need by geographic area.
- Slot ranges in these tools do not represent the exact number of slots the DOE will award.
- The DOE will rely on the most up-todate geographicallybased service need data at the time of award recommendations

Education

Competition Pools

- Competition pools for privately owned or leased facilities, including NYCHA, are defined by zip codes (Attachment F - Competition Pools List).
- Competition pools for **City owned or leased facilities** are defined by the **address** of each facility.
- It is essential that the **address** of your proposed site be **correct and complete** in the "Proposal Details" section of HHS Accelerator, and that the **zip code** of the proposed site **matches the zip code of the selected competition pool**.
- An incorrect or inconsistent address, or the incorrect zip code competition pool may make a proposal ineligible for award, as the proposal may be evaluated in the incorrect competition pool.



City Owned or Leased Facilities

- To propose to offer services at a City owned or leased facility, proposers must submit a proposal to the specific competition pool assigned to that building.
- Programs currently providing services in a City owned or leased facility and wishing to continue must submit a proposal to occupy that facility.
- Review Attachment E- City Leased or Owned Facilities.
- Competition for City owned or leased facilities is expected to be significant, as only one proposal per competition pool will be awarded.





RFP Service Models



Service Models

Birth-to-Five RFP	Head Start/Early Head Start RFP
 Program Structure School Day and Year: 6 hours, 20 minutes per day - 180 days per year Extended Day and Year: 8 hours per day - 225 days per year 8 hours per day - 260 days per year 10 hours per day - 225 days per year 10 hours per day - 260 days per year 10 hours per day - 260 days per year 	 Program Structure 8 hours per day - 225 days per year 8 hours per day - 260 days per year 10 hours per day - 225 days per year 10 hours per day - 260 days per year
 Ages and Slots School Day and Year: 3s and 4s only Extended Day and Year: Infants: 6 weeks to 12 months of age Toddlers: Over 12 months of age, but not yet age-eligible for 3-K 	 Ages and Slots Infants: 6 weeks to 12 months of age Toddlers: Over 12 months of age, but not yet age-eligible for 3-K



Child Eligibility

Birth-to-Five RFP		Head Start/Early Head Start RFP
 School Day and Year Must be residents of NYC Do not need documented proof of citizenship or legal immigration status No required Family Share	 Must be residents of NYC Must have documented proof of citizenship or legal immigration status Family Income and Work Requirements Family Share Required	 Must be residents of NYC Additional eligibility considerations (one or more may apply): Family's income is equal to or below the Federal poverty Family is eligible for public assistance Child lives in temporary housing Child is in foster care
		No required Family Share



Service Model Expectations

- All providers and service models:
 - Will be held to a consistent set of quality expectations as set forth in the DECE Early Childhood Framework for Quality (EFQ)
 - Are required to fulfill foundational programmatic expectations (see Section 2A(b) of the RFPs)
- There are additional service model expectations and requirements specific to each service model (see Section 2B of the RFPs)
 - Head Start and Early Head Start programs have additional expectations aligned to the Head Start Program Performance Standards (HSPPS)



Service Model Expectations

- All programs must participate in an enrollment system run and managed by the DOE, and the DOE will help programs maximize enrollment.
- All programs will be expected and supported to serve children with specialized needs.
- The operational supports that are available through the DOE are the same across each service model, including:
 - Instructional Coaches (Coordinators)
 - Social Workers
 - Operations Compliance Assistance
 - Family Engagement
 - Centralized Enrollment
 - Targeted Professional Development

Additional information can be found in Section 2A(d) of the RFPs.



Which Service Option is Similar to my Current Program?

If you are a	Consider applying to the following:
Current DOE Pre-K provider	Birth-to-Five RFP for school day and year services
Current DOE 3-K and Pre-K provider	Birth-to-Five RFP for school day and year services
Current EarlyLearn Child Care provider	Birth-to-Five RFP for extended day and year services
Current EarlyLearn Head Start provider	Head Start/Early Head Start RFP
Current EarlyLearn Child Care <u>and</u> DOE provider	Birth-to-Five RFP for both school day and year services and extended day and year services
Current EarlyLearn Head Start <u>and</u> DOE provider	Head Start/Early Head Start RFP <u>and</u> the Birth-to-Five RFP for school day and year services
Current EarlyLearn Dual Head Start-Child Care provider	Head Start/Early Head Start RFP <u>and</u> the Birth-to-Five RFP for extended day and year services
Current FCC Network provider	FCC Network RFP (more information forthcoming)
Current FCC provider	If affiliating with a network, do not apply. If seeking direct contract, Birth-to-Five RFP.



Sample Considerations When Combining Service Models

- If I propose to the Birth-to-Five RFP, can I propose both school day and year and extended day and year slots?
 - Yes! Consider eligibility and integrated classroom requirements.
- Can I propose to both the Birth-to-Five and Head Start/Early Head Start RFPs?
 - Yes! Consider eligibility and program standard requirements.
- Always consider: Does this service model meet the needs of the families and community I serve so that my program is sustainable?

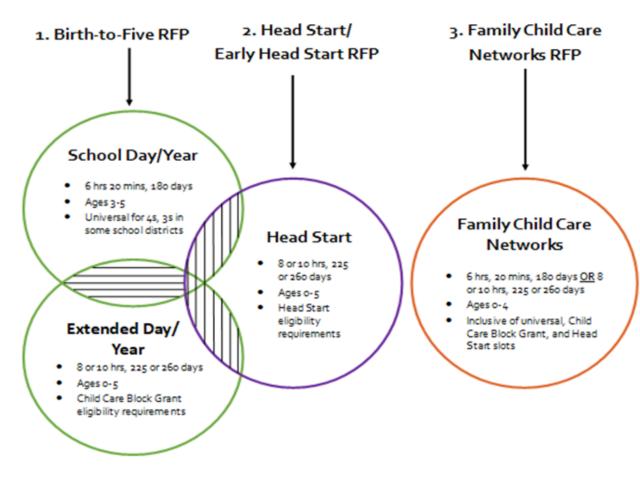
Additional information can be found in Section 2B(c) of the RFPs.



Service Models

Center Based

Home Based





If awarded both types of slots, sites <u>will be required to</u> include children who are eligible for each slot type in each classroom



If awarded both types of slots, sites <u>may</u> include children who are eligible for each slot type in each classroom



Completing a Proposal



Completing Your Proposal(s): RFP Sections

Section 1: Request for Proposal Background and Overview

Section 2: Service Expectations and Requirements

Section 3: Financing and Budgets

Section 4: Proposal Instructions

Section 5: Basis for Contract Award and Evaluation Procedures

Section 6: List of Attachments



Section 2: Service Expectations & Requirements

- Outlines program expectations that are aligned with the **DECE's Early Childhood Framework for Quality (EFQ)**, our vision for high-quality early childhood programs.
- Will be used throughout the evaluation process to understand if the proposed program meets DECE Program Quality Expectations.
- The EFQ describes key practices around:
 - respecting and valuing differences
 - creating safe and positive environments
 - o advancing play-based learning and responsive instruction
 - promoting families' role as primary caregivers, teachers and advocates
 - working collaboratively toward continuous quality improvement
 - demonstrating strategic leadership



Proposal Documents

All proposers must complete and submit all of these **Required Documents** for **each** proposal:

- Structured Proposal Form (SPF)
- Budget Form
- Doing Business Data Form

There are also additional **Optional Documents** that certain proposers may complete and submit to these RFPs. These may include:

- Program Quality Documentation
- Instructional Quality Documentation
- Safety and Supervision Documentation
- Evidence of Site Control
- City Owned or Leased Facilities Questions



Structured Proposal Form (SPF)

- Opportunity to present your program model and demonstrate your organization's expertise and capacity.
- Used as the basis for scoring Proposal Quality and Demonstrated Effectiveness.
- The SPF is 14 questions (Birth-to-Five RFP) or 16 questions (HS/EHS RFP) that mirror the subsections in Section 2.



Demonstrated Effectiveness

- In these RFPs, providers are able to showcase their long-standing experience as high-quality early childhood providers.
- In SPF questions 2-4, you can describe your program's demonstrated effectiveness at providing high-quality early care and education.
- In addition to your responses, the DOE may take into account either:
 - Your history of good standing with the DOE; or
 - The additional evidence presented in optional demonstrated effectiveness documentation submitted in your proposal.
- If necessary, the DOE may also gather additional evidence through the evaluation process (such as through site visits and/or interviews with program leadership).



Demonstrated Effectiveness Documentation

Category	SPF Question	Respond to SPF Question Only	Respond to SPF Question + Additional Documentation
Program Quality	2	If you <u>have</u> previously contracted with DOE to provide 3-K and/or Pre- K for All (September 2015 - December 2018)	If you have <u>NOT</u> previously contracted with DOE to provide 3-K and/or Pre-K for All (September 2015 - December 2018)
Instructional Quality	3	If you <u>have</u> previously contracted with DOE <u>or</u> ACS to provide 3-K and/or Pre-K for All (July 2016 - December 2018)	If you have <u>NOT</u> contracted with DOE <u>or</u> ACS to provide 3-K and/or Pre-K for All (July 2016 - December 2018)
Safety and Supervision	4	If you <u>have</u> operated licensed early childhood programs in NYC (July 2016 - January 2019)	If you have <u>NOT</u> operated licensed early childhood programs in NYC (July 2016 - January 2019)



Budget Form

- This form is where providers outline the expenses associated with running their proposed program.
- This is also where providers indicate their proposed services and the number of slots for each service.
- Proposers must use the template in Attachment B- Budget Form.
 - o The Budget Form must be submitted as an Excel file.
 - Make sure to enter complete information into all RFP Budget. Template tabs:
 - Tab 1 Service Model Proposal
 - Tab 2 Program Costs Proposal
 - Tab 3 Startup Proposal
 - Tab 4 Summary (for Agency Use)
- Section 4F(b)- "Detailed Instructions: Budget Form" of the RFP provides detailed guidance on how to complete your Budget Form.



Doing Business Data (DBD) Form

- A completed Doing Business Data (DBD) Form is required for any provider seeking to do business with the City.
 - The DBD is included as Attachment C.
- This document must be hand-signed along the bottom of page 2.



Identifying Your Proposed Site Location

Proposers must identify the address of their proposed program site in the "Proposal Details" tab of HHS Accelerator.

- Submitting with a proposed privately owned or leased facility (includes NYCHA-based facilities)
 - o If already permitted, include your DCID in "Proposal Details" tab
 - o If not permitted, submit Evidence of Site Control
- Submitting with a proposed City owned or leased facility (available facilities outlined in Attachment E in both the Birth to Five and the HS/EHS City Owned or Leased Facilities List)
 - Submit a completed City Owned or Leased Question form (Attachment D in both RFPs)



Evidence of Site Control

- Proposers planning to locate their program at a privately leased or owned facility that is not yet permitted must submit Evidence of Site Control
- Evidence of Site Control must demonstrate a connection between your organization and the site where you are proposing to provide services for child. Examples may include:
 - o a lease or a deed
 - o a letter from the landlord defining an intent to lease the space
 - a mortgage bill, etc.
- The City Owned or Leased Facilities Question form (Attachment D)
 gives you the opportunity to demonstrate how you will best serve the
 community and your ability to manage, maintain, and best make use of
 the space



Site Viability

- All vendors must be properly permitted by DOHMH no later than:
 - o April 1, 2020 for programs beginning services in July 2020; or
 - July 1, 2020 for programs beginning services in September 2020
- The DOE strongly suggests beginning the DOHMH certification immediately
 - The process for receiving a DOHMH certificate can take 3-6 months
 - DOHMH permits are specific to the proposed site location and the program operator
- City agencies may conduct interviews and/or site visits in order to verify your site control or assess your site viability
 - Site viability, construction, and outstanding violations will factor into award decisions
 - We encourage all providers to address outstanding violations immediately



Disclosure Filing through PASSPort

- All organizations must complete a disclosure process to be considered for a contract.
- Proposers to both RFPs must create online accounts in the new Procurement and Sourcing Solutions Portal (PASSPort) and file all disclosures.
- Filing must be completed prior to award.
- For more information about PASSPort, please visit <u>nyc.gov/passport</u>.



Evaluation Considerations

Award recommendations will be based on the following considerations:

- Proposal Quality and Demonstrated Effectiveness
- Site Viability
- Service Need in Geographic Area
- Proposed Services: Socioeconomic Integration and Continuity of Care



Next Steps





Timeline

Milestone	Anticipated Date Range
Create a pre-qualified account in HHS Accelerator	Today!
RFP Opened	March 5 (Birth-to-5) March 13 (Head Start/Early HS)
RFP Pre-Proposal Conferences	April 2019 [Today]
RFP Closes	Birth-to-5: June 5, 2:00 PM Head Start/Early Head Start: June 13, 2:00 PM
RFP Evaluation	Summer 2019
Award Decisions	Fall 2019
Readiness Support	Starts in Fall 2019 after award



Process to Submit a Proposal

Step 1: Get Prequalified



Step 2: Submit Your Proposal

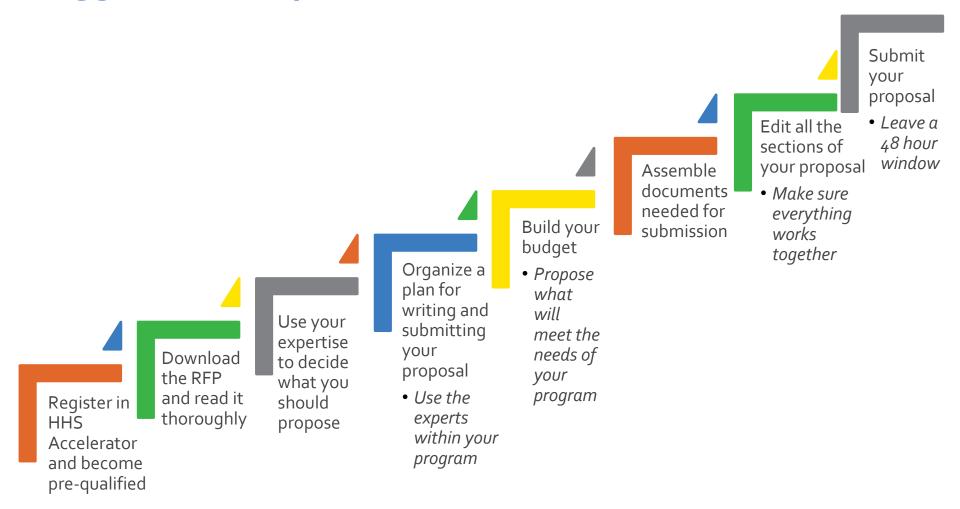
- Create HHS Accelerator Account
- Get Prequalified (Business and Service Application)



- Download RFP Documents
- Complete RFP Documents
- Submit Proposal

Getting Prequalified IS <u>NOT</u> Submitting a Proposal.

Where Do I Begin? Suggested Steps from Start to Finish





Submitting a Proposal

To submit a proposal you must complete all required documents:

- Structured Proposal Form (SPF)
- Proposal Budget Form
- Optional Documents, if applicable:
 - Evidence of Site Control
 - Demonstrated Effectiveness Documentation
 - City Owned or Leased Facilities Questions
- Disclosure Filing through the PASSPort online system (formerly known as VENDEX)
- Any other documents specified through the RFP and HHS Accelerator

Three indicators that you have successfully submitted a proposal:

- 1. Green bar that says "Submitted"
- 2. Email from HHS Accelerator indicating that your proposal has been submitted
- 3. Status reads "Submitted" on final HHS Accelerator screen

Submit at least 48 hours in advance in case of technical difficulties.



HHS Accelerator





HHS Accelerator

Mayor's Office of Contract Services

DOE Information Session



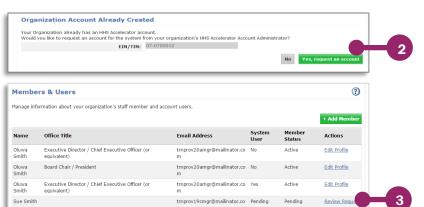
Create or Join an Existing Account

A NYC.ID is your login to many City systems, including HHS Accelerator and PASSPort.



Register an NYC.ID

Every person who would like to access the system must have a unique NYC.ID. Click the "Create New NYC.ID" link on the HHS Accelerator login screen.



Request Access to Existing Account

Enter your organization's EIN/TIN and send a request to the Account Administrator for system access. If you do not have an account, enter your organization's EIN/TIN and send an account request to MOCS for review.

Action by Account Administrator

If you have an existing account, the Account Administrator will receive an email and must go into the system to review the request and grant system access.



Homepage Navigation

Enhanced provider homepage dashboard, including ability for Nonprofits to view NYS Charities compliance on homepage.

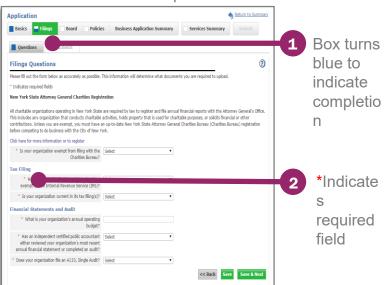




Eligibility is determined through a two-part prequalification Application.

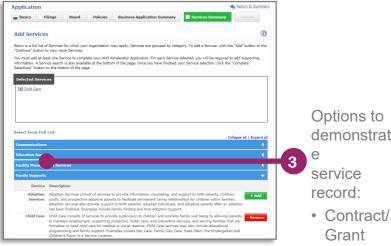
Business Application

- Establish corporate identity
- Confirm annual regulatory filings
- Board structure and policies.



Service Application

- Browse and search the Client and Community Services Catalog to select services
- Establish track record of service delivery.



demonstrat

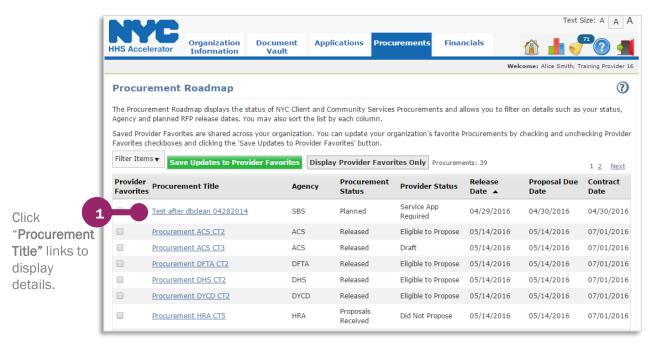
- Key Staff Resume

Statement



Procurement Roadmap

The Procurement Roadmap allows you to monitor funding opportunities for Health and Human Service RFPs. RFP Documents are available in the system for prequalified organizations.



Agencies release RFP Documents through the HHS Accelerator System to eligible providers.

Providers can:

- Filter and search for funding opportunities in one system
- Submit proposals electronically
- Manage most contract actions online.



RFP Documents and Proposal Summary

This section displays the Request for Proposals (RFP) and other relevant documents.

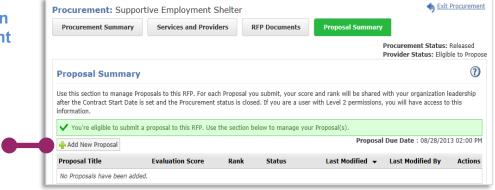
 The content of this tab is not visible if a procurement is in Planned status or your organization is not prequalified in a relevant service.

Review all documents in the "RFP Documents" tab before submitting a proposal.

Exit Procurement **Procurement:** Supportive Employment Shelter **RFP Documents** Proposal Summary **Procurement Summary** Services and Providers ? **RFP Documents** View RFP and other relevant documents by clicking links below. **Document Name** Document Type **Last Modified Date** Supportive Employment Shelter Request for Proposals (RFP) 08/26/2013 Scope of Work Workscope Template 09/16/2013

The system displays basic information in the Procurement Summary tab. Important dates to note are the Pre-Proposal Conference and Proposal Due Date.

Click "Add New Proposal" to begin your response to the RFP.

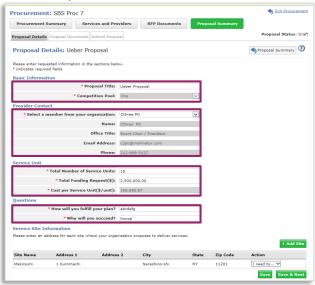




Proposal Details & Documents

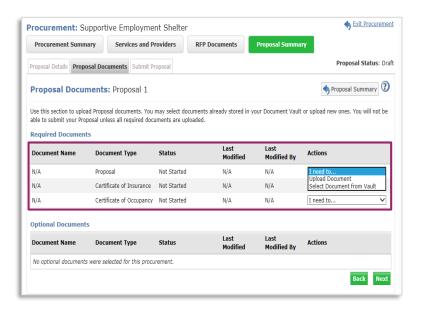
Proposal Details

- Enter a "Provider Contact" who is responsive.
- Select the correct Competition Pool, where applicable.
- Enter the location where the program will be implemented.



Proposal Documents

 Upload all the "Required Documents" by using the Actions drop-down list.

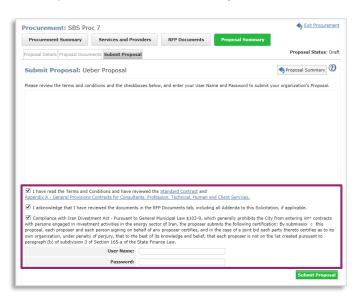




Submitting Your Proposal

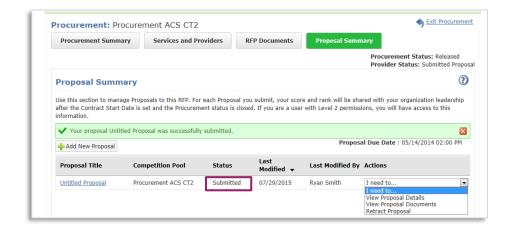
Submit Proposal

- Check off the attestation boxes, enter your "User Name" and "Password" and click "Submit Proposal."
- Only level 2 users can submit proposals.
- Proposals must be submitted by 2 pm on the due date in the system.



Proposal Status

- Once your proposal has been submitted, your organization's status will change from Draft to Submitted.
- After submission, you may use the "Actions" dropdown to view or retract your proposal to make changes.
- Complete all changes and resubmit by the proposal due date and time.





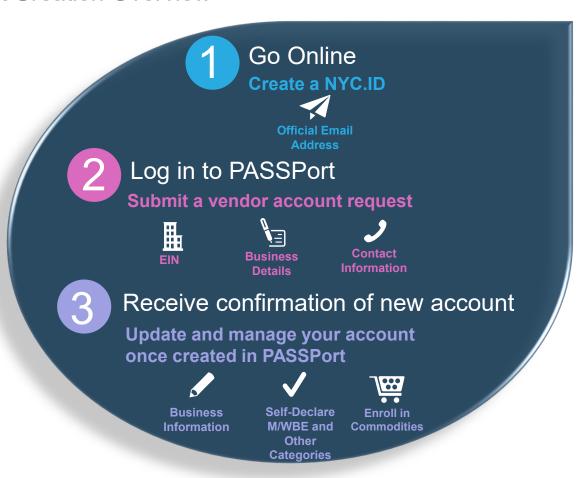
PASSPort

Mayor's Office of Contract Services For DOE Providers



NYC.ID and Vendor Account Creation Overview

3 SIMPLE STEPS



Next Steps

Mayor's Office of Contract Services For DOE Providers













Resources: Online and In-Person

All user materials such as Videos, Trainings, Guides and FAQ can be accessed from the MOCS websites below:

HHS Accelerator	PASSPort
https://www1.nyc.gov/site/mocs/systems/about-go-to-hhs-accelerator.page	https://www1.nyc.gov/site/mocs/systems/about-go-to-passport.page

For questions, troubleshooting, and setting up 1:1 sessions please contact the MOCS Help Desk at:

help@mocs.nyc.gov



Question & Answer





Thank You!

Further Questions Regarding	Contact
Request for Proposals (RFP)	preKRFP@schools.nyc.gov
Current Contract Status	EarlyChildhoodPolicy@schools.nyc .gov
HHS Accelerator	help@mocs.nyc.gov

Current providers should include their four-letter Site ID Code in all official correspondence.



Resources

3-K for All:

nyc.gov/3K

Division of Early Childhood Education Website:

http://schools.nyc.gov/Academics/EarlyChildhood/default.htm

New York State Pre-K Common Core Standards:

http://www.p12.nysed.gov/ciai/common_core_standards/pdfdocs/nyslsprek.pdf

Early Childhood Framework for Quality:

https://infohub.nyced.org/docs/default-source/default-document-library/early-childhood-framework

for-quality.pdf

3-K for All & Pre-K for All Policy Handbook:

https://infohub.nyced.org/docs/default-source/default-document-

library/3kforall_and_prekforalll_nyceec_policy_handbook_2018.pdf?sfvrsn=2849aa97_2

HHS Accelerator Website:

http://www1.nyc.gov/site/hhsaccelerator/index.page

Dept. of Health and Mental Hygiene:

https://www1.nyc.gov/site/doh/business/permits-and-licenses/children-and-adolescents-childcare.page

Geographic Online Address Translator:

http://ao3o-goat.nyc.gov/goat/Default.aspx



MOCS Resources

Pre-Qualification

April 12 or May 10 webinar training

April 24 in-person training

Submitting a Proposal

May 17 webinar training

PASSPort Enrollment

May 3 webinar training

April 24 in-person training



Additional Resources

For information about becoming a certified MWBE

- City Certification
 - https://www1.nyc.gov/site/sbs/businesses/certify-with-the-city.page
- State Certification
 - https://ny.newnycontracts.com/Default.asp

To learn more about doing business with DOE

- Office of Equal Opportunity
 - https://www.schools.nyc.gov/about-us/leadership/legal
- Minority and Women-Owned Business Enterprises
 - https://infohub.nyced.org/resources/vendors/minority-and-women-owned-business-enterprises
- Division of Contracts & Purchasing
 - http://schools.nyc.gov/Offices/DCP/Vendor/Default.htm
 - http://schools.nyc.gov/Offices/DCP/Vendor/RequestsforBids
 - http://schools.nyc.gov/Offices/DCP/Vendor/MTAC/Default.htm
 - http://schools.nyc.gov/Offices/DCP/Vendor/RFP/Default.htm

Additional websites

- Division of Early Childhood: <a href="https://infohub.nyced.org/partners-and-providers/early-childhood/early-chil
- HHS: www.nyc.gov/hhsaccelerator
- DOHMH: https://www1.nyc.gov/site/doh/business/permits-and-licenses/children-and-adolescents-childcare.page
- City Record: https://a856-cityrecord.nyc.gov
- NY Small Business Services: http://www.nyc.gov/html/sbs/html/home/home.shtml

Contact Information

- HHS Accelerator Technical Inquiries: help@mocs.nyc.gov
- RFP-Specific Inquiries: PreKRFP@schools.nyc.gov



Additional Permitting Resources

- Sign up for a required pre-permit orientation session to learn how to apply for a DOHMH permit: https://www1.nyc.gov/site/doh/business/permits-and-licenses/children-and-adolescents-childcare.page
- You can also review a DOHMH Site Viability Checklist at <u>http://www1.nyc.gov/assets/doh/downloads/pdf/dc/dc-applicant-site-viability-checklist.pdf</u>

