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DATE: June 26, 2026

SUBJECT: REQUEST FOR PROPOSALS FOR CHILD DAYCARE CENTER OPERATOR

Pursuant to the Request for Proposals for Child Daycare Center Operator, all prospective proposers were to submit any questions regarding this RFP by no later than 3:00 p.m. on Tuesday, June 23, 2026. Questions were to be submitted in writing, and all questions and responses were to be posted on [the Department's website](#) and www.rampla.org.

Below is a list of questions received from prospective proposers, and the Department's response:

1. Q: To assist with developing proposed budget and staff plan for RFP, we are wondering what percentage (estimated) of children from employees of Harbor Departments will make up the demographics in the Center?

A: Approximately 10% of the enrolled families are Harbor Department employees.

2. Q: Are you able to provide any insights in to why the YWCA is ceasing operations at this location?

A: Government entities, such as the Harbor Department of the City of Los Angeles, are generally required to advertise contracts to the public at the expiration of a prior contract. This proposed contract has a term of 5 years with one 5-year extension option for a total of 10 years.

3. Q: Can you share the current licensing capacity for the infant, toddler and preschool rooms?

A: Based on License from California Department of Social Service, maximum capacity of infant center is 12 in room 1, maximum capacity of preschoolers age 2 through entry into first grade is 34; and maximum toddlers 18 months to 36 months is 14 in classrooms 2 and 3.

4. Q: Can you share the current enrollment (how many children are currently enrolled?) and can you share it by component (how many infants, how many toddlers, how many preschoolers?)?

A: In 2023, enrollment was 8 infants, 10 Toddlers, 6 Preschoolers, and 5 Pre-Ks. In 2024, enrollment was 8 Infants, 10 Toddlers, 10 Preschoolers, and 7 Pre-Ks.

In 2025, 7 Infants, 6 Toddlers, 8 Preschoolers, and 6 Pre-ks. Currently enrollment is 4 infants, 10 toddlers, 7 preschoolers, and 7 pre-Ks. Several new children are scheduled to start in August 2026.

5. Q: Are you able to share the average enrollment for the past 3 years?

A: Yes. In 2023, enrollment was 8 infants, 10 Toddlers, 6 Preschoolers, and 5 Pre-Ks. In 2024, enrollment was 8 Infants, 10 Toddlers, 10 Preschoolers, and 7 Pre-Ks. In 2025, 7 Infants, 6 Toddlers, 8 Preschoolers, and 6 Pre-ks. Currently enrollment is 4 infants, 10 toddlers, 7 preschoolers, and 7 pre-Ks. Several new children are scheduled to start in August 2026.

6. Q: What percentage of enrolled families are Harbor Department employees versus community members?

A: Approximately 10% of the enrolled families are Harbor Department employees.

7. Q: What is the last day the YWCA will operate the program?

A: The last day that current operator YMCA is under contract is December 12, 2026.

8. Q: Are you able to provide any insights into the size of the annual budget to run this program (perhaps total revenue, total expenses and total net for the most recent fiscal year that closed)?

A: June 2025 Budget for the current operator is attached.

9. Q: Is accreditation required or recommended?

A: Accreditation is preferred. However, if proposer is not accredited at the time of selection, proposer must show that standards of a similar accredited organization in this field will either be met or exceeded during operation.

10. Q: If awarded, what is the expected first day of operation?

A: January 5, 2027.

11. Q: Is the existing equipment, furniture, materials, supplies, appliances, etc., staying or would the awarded provider need to purchase these items?

A: Appliances, equipment and furniture that are fixtures would remain. These fixtures include: outdoor play equipment affixed to the ground, outdoor overhead colored canopies, picnic benches, and sheds. It would be up to current operator if other supplies would remain.

12. Q: I am unclear on the revenue structure for this program. Is it California State Preschool (CSPP), CCTR, Head Start, or funded by any city, county, state or federal grants or is it sole fee-based?

A: Current Funding is primarily through a mixture of federal government grants, and Program Service Fees. Additional funding is provided through State grants, non-government grants and direct contributions.

13. Q: If this is a fee-based/parent pay program, are you able to share the current tuition?

A: According to YMCA's website current fees are: Full Day (9 AM–3 PM) is \$1,100/month; Half Day (9 AM–12 PM) \$780/month; Optional Add-ons: Early Drop-Off (8 AM–9 AM): \$75/month; and After-Care (3 PM–6 PM): \$200/month.

14. Q: What percentage of the current enrollment is on alternative payments/child care subsidy?

A: Fifty percent (50%) of current enrollment is on subsidized childcare.

15. Q: During the walkthrough, I noticed some damage to ground surfaces on the playground. It was mentioned these would be fixed at some point. Do we know when? Asking because for a child care application, licensing will require that to be fixed before issuing a new license.

The exterior flooring of outside playground will be repaired or replaced. The east side portion of outside flooring is scheduled to be replaced. The west side outside portion is scheduled to be repaired. These exterior flooring improvements are scheduled to be completed by summer of 2027.

16. Q: Who is responsible for repairs and replacement of playground equipment, HVAC systems, appliances, flooring, roofing, plumbing, and other building systems?

A: The RFP has been amended to include this information. Please see Amendment 2.

17. Q: Is janitorial service for common building areas provided by the Harbor Department or the operator?

A: Janitorial service needs to be provided by Operator.

18. Q: Will the selected operator be expected to offer employment opportunities to current YWCA staff?

A: No.

19. Q: What are the Harbor Department's primary goals in selecting a new operator? For example, are they prioritizing affordability, accreditation, educational quality, workforce support for Harbor Department employees, enrollment growth, financial sustainability, or another factor?

A: Harbor Department of the City of Los Angeles is required to advertise contracts to the public at the expiration of a prior contract. The goal of this advertisement is to select the best qualified proposer.

20. Q: We currently have state contracts from both CDE and CDSS to support subsidized care for infants, toddlers, and preschoolers from low to moderate-income families. The income ceiling is 115% of the state median income, which for a family of four is currently \$13,038 per month, or \$156,456 per annum. Family fees/tuition are based on income, with fees increasing commensurate with income. Is our understanding correct that even if a Port employee qualifies for subsidized care, any fees would be discounted by another 10%?

A: Yes, that is correct.

21. Q: Will the kitchen be renovated before the new contract begins, or will we be responsible for renovating it?

A: There are no plans to renovate the kitchen.

22. Q: Will the current furniture remain, or will it be removed or replaced before the new contract starts?

A: Appliances will remain. Equipment and furniture that are fixtures will remain. These fixtures include: outdoor play equipment affixed to the ground, outdoor overhead colored canopies, picnic benches, and sheds. It would be up to current operator if other supplies would remain.

23. Q: There are currently some issues with the yard. Will all necessary repairs be completed before the new contract begins?

A: The exterior flooring of outside playground will be repaired or replaced. The east side portion of outside flooring is scheduled to be replaced. The west side outside portion is scheduled to be repaired. These exterior flooring improvements are scheduled to be completed by summer of 2027.

24. Q: Will the current staff remain in place, or will we have the option to hire entirely new staff? If we choose to bring in our own staff, whose responsibility will it be to terminate the current employees?

A: Selected Operator will be responsible for hiring and maintaining their own staff.

25. Q: What is the current child-to-staff ratio for each classroom?

A: Ratios are as follows: for infants: 1 staff member to 4 children; for toddlers: 1 staff member to 6 children; and for preschoolers: 1 staff member to 12 children.

26. Q: What is the total licensed capacity of the facility, and how many children is the center currently licensed to serve?

A: Based on License from California Department of Social Service, maximum capacity of infant center is 12 in room 1, maximum capacity of preschoolers age 2 through entry into first grade is 34; and maximum toddlers 18 months to 36 months is 14 in classrooms 2 and 3.

27. Q: What is the current enrollment, and how many children are actively attending?

A: Currently enrollment is 4 infants, 10 toddlers, 7 preschoolers, and 7 pre-Ks. Several new children are scheduled to start in August 2026.

28. Q: Is there currently a waitlist? If so, how many children are there, and for which age groups?

A: There is currently a waitlist for the Toddler room. There are five (5) students on this waiting list.

29. Q: What marketing and advertising efforts are currently being used to attract new families to the center?

A: Current Operator has a website to attract new families.

30. Q: What advertising channels have been used recently, and what have the enrollment results been from those efforts?

A: Advertising has been done through current operators' website. Enrollment for the past 3 years is as follows: In 2023, enrollment was 8 infants, 10 Toddlers, 6 Preschoolers, and 5 Pre-Ks. In 2024, enrollment was 8 Infants, 10 Toddlers, 10 Preschoolers, and 7 Pre-Ks. In 2025, 7 Infants, 6 Toddlers, 8 Preschoolers, and 6 Pre-ks. Currently enrollment is 4 infants, 10 toddlers, 7 preschoolers, and 7 pre-Ks. Several new children are scheduled to start in August 2026.

31. Q: Are there any current contracts, vendor agreements, or service agreements that would be transferred to the new operator?

A: No. Operators' current contracts, if any, will not be transferred to the new operator.

32. Q: Can you provide enrollment and financial reports for the past 12–24 months to show enrollment trends and program performance?

A: Latest Budget for June 2025 has been provided. Enrollment for the past 3 years is as follows: In 2023, enrollment was 8 infants, 10 Toddlers, 6 Preschoolers, and 5 Pre-Ks. In 2024, enrollment was 8 Infants, 10 Toddlers, 10 Preschoolers, and 7 Pre-Ks. In 2025, 7 Infants, 6 Toddlers, 8 Preschoolers, and 6 Pre-ks. Currently enrollment is 4 infants, 10 toddlers, 7 preschoolers, and 7 pre-Ks. Several new children are scheduled to start in August 2026.

33. Q: Who is the current food service contractor or meal provider?

A: Food Service is currently being provided in house by the Operator.

34. Q: Are we required to continue using the current food service contractor, or will we have the option to select a different provider?

A: New Operator will have option to choose their own food provider.

35. Q: If there is an existing food service contract, what are its terms, costs, and expiration date?

A: Food service is provided in house by the current Operator. Thus, there are no terms for an existing food service contract.

36. Q: Are meal costs included in tuition, or are families charged separately for meals and snacks?

A: Meal costs are included in tuition.

37. Q: Is the center responsible for covering all meal expenses, or do families contribute toward food costs?

A: The center is responsible for providing meal expenses.

38. Q: Does the center participate in any food reimbursement programs, such as the Child and Adult Care Food Program (CACFP)? If so, what are the current reimbursement amounts and requirements?

A: Based on June 2025 budget in Annual Report from Operator, \$7,333.71 was received from state for meal reimbursement.

39. Q: What is the expected time allowed for transfer of operator new license, modifications, minor construction and classroom set up for center to resume business operation.

A: It's anticipated that the transition to a new operator will take 3 to 6 months. It is further anticipated that transfer of license process could begin upon selection of new operator and classroom setup would occur in December to minimize time the facility is closed to children.

JUNE 2025 Budget

	Distribution account	Total
Assets		
Current Assets		
Bank Accounts		
1000 Cash		0.00
1010 Citi- General Checking x8069		6,720.84
1013 Citi- Payroll Checking x8077		-533.64
1015 BoA - General Checking x0028		0.00
1018 Citi - Grants Checking x7966		0.00
1019 BoA - Money Market Savings x1470		-10.00
1020 Malaga - Checking x1606		10,094.94
1026 Malaga - JMBF x8309		127,093.31
1030 Paypal		0.00
1035 Stripe (YWCA-1st Account)		1,274.04
1036 Stripe (YWCA-2nd Account)		0.00
1040 Square		0.00
1045 Woo Commerce		47.75
1090 Petty Cash		
1091 Admin (Julia Morgan)		90.36
1092 WTLA		79.73
1093 WTLA Tuition		0.00
1094 Square Cash		68.50
Total for 1090 Petty Cash		\$238.59
Total for 1000 Cash		\$144,925.83
1072 Bill.com Money Out Clearing		0.00

Total for Bank Accounts	\$144,925.83
Accounts Receivable	
1100 Accounts Receivable (A/R)	22,098.78
1110 Allowance for Doubtful Accounts	0.00
Total for 1100 Accounts Receivable (A/R)	\$22,098.78
Total for Accounts Receivable	\$22,098.78
Other Current Assets	
1400 Other Current Assets	
1410 Prepaid expenses	2,301.00
1420 Inventories	0.00
1430 Accrued Revenue	0.00
Total for 1400 Other Current Assets	\$2,301.00
1499 Undeposited Funds	70.00
Uncategorized Asset (clean Up)	0.00
Total for Other Current Assets	\$2,371.00
Total for Current Assets	\$169,395.61
Fixed Assets	
1600 Fixed Operating Assets	
1620 Furniture, Fixtures, & Equipment	0.00
1625 WTLA Furniture, Fixtures, & Equipment	0.00
1630 Building & Improvements	350,823.79
1635 Preschool Building & Improvements	89,197.00
1640 Land	3,000.00
1650 Leasehold Improvements	0.00
1660 Office Equipment	0.00
Total for 1600 Fixed Operating Assets	\$443,020.79
1700 Accum Depreciation - Fixed Operating Assets	
1710 Accum Deprec - Computers and IT	0.00
1720 Accum Deprec - Furn, Fix, Equip	0.00
1730 Accum Deprec - Buildings & Improvements	-301,348.51
1735 Accum Deprec - Preschool Buildings & Improvements	-76,617.87
1760 Accum Deprec - Office Equipment	0.00
Total for 1700 Accum Depreciation - Fixed Operating Assets	-\$377,966.38

Total for Fixed Assets	\$65,054.41
Other Assets	
Total for Assets	\$234,450.02
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable (A/P)	53,197.60
Total for Accounts Payable	\$53,197.60
Credit Cards	
2100 Credit Cards	
2110 BoA Credit Card x3129	5,940.88
2120 Home Depot Credit Card x6091	2,091.47
Total for 2100 Credit Cards	\$8,032.35
Total for Credit Cards	\$8,032.35
Other Current Liabilities	
2200 Accrued Liabilities	
2210 Accrued Expenses	16,229.41
2220 Accrued Sales Tax	0.00
2230 EDD PY Balance	2,552.15
Total for 2200 Accrued Liabilities	\$18,781.56
2300 Accrued Payroll	0.00
2310 Accrued Payroll - Salaries	16,767.22
2320 Accrued Payroll - Taxes	957.47
2330 Accrued Payroll - Benefits	731.00
2335 Accrued Payroll - PTO	0.00
2340 Accrued Payroll - Retirement	235.09
Total for 2300 Accrued Payroll	\$18,690.78
2400 Loans & Lease Agreements	
2411 Personal Loans	119,100.00
2412 Bank of America-Mortgage Loan	76,977.25
2414 YWCA National Loan	28,105.04
2415 SBA LOAN	494,131.00

Total for 2400 Loans & Lease Agreements

\$718,313.29

2500 Unearned Revenue

2510 Deferred Revenue

95,428.00**Total for 2500 Unearned Revenue****\$95,428.00**

California Department of Tax and Fee Administration Payable (old) (Clean up /deactivate)

0.00

Sales Tax

0.00**Total for Other Current Liabilities**

\$851,213.63**Total for Current Liabilities****\$912,443.58**

Long-term Liabilities

Total for Liabilities

\$912,443.58

Equity

30000 Opening Balance Equity

0.00

3100 Net Assets with Donor Restrictions

0.00

3000 Net assets without Donor Restrictions

-728,715.37

Net Income

50,721.81**Total for Equity**

-\$677,993.56**Total for Liabilities and Equity**

\$234,450.02

Distribution account**Total**

Income

4000 Direct Contributions	
4010 Individual Contributions	5,624.77
4020 Board Contributions	1,807.00
4030 Corporate Contributions	18,200.00
4060 Nonprofit & Foundation Contributions	<u>235.40</u>
Total for 4000 Direct Contributions	\$25,867.17
4200 Non-Government Grants	
4210 Grants without Restrictions	<u>23,700.00</u>
Total for 4200 Non-Government Grants	\$23,700.00
4300 Government Grants	
4310 Federal Grants	321,092.18
4320 State Grants	11,761.00
4321 State - Meal Reimbursement	<u>7,333.71</u>
Total for 4300 Government Grants	\$340,186.89
5100 Program Sales & Fees	
5110 Program Service Fees	144,583.23
5115 Copayers	107,525.96
5120 Membership Fees	2,811.25
5140 Rental income	<u>2,803.95</u>
Total for 5100 Program Sales & Fees	\$257,724.39
5400 Revenue From Sales	
5420 Inventory Sales	35,807.42
5425 Discounts - Store Sales	-3,679.91
5426 Discounts - Second Chances Vouchers	<u>-4,037.02</u>
Total for 5400 Revenue From Sales	\$28,090.49
5800 Special Events	
5810 Non-Gift Revenue	5,290.05
5820 Gift Revenue	3,191.14
5850 Silent Auction Sales	10,208.00
5890 Special Events - Direct Costs	
5892 Food/Beverage	-3,037.69
5895 Other Expenses	-944.01

Total for 5890 Special Events - Direct Costs	<u>-\$3,981.70</u>
Total for 5800 Special Events	\$14,707.49
5999 Misc. Revenue	<u>122.13</u>
Total for Income	<u>\$690,398.56</u>
Gross Profit	\$690,398.56
Expenses	
7200 Salaries & Related Expenses	
7210 Salaries & Wages	294,315.20
7220 Retirement	7,245.98
7240 Payroll Taxes	29,383.00
7290 Workers Comp	<u>13,752.48</u>
Total for 7200 Salaries & Related Expenses	\$344,696.66
7500 Contract Service Expenses	
7510 Contractors - General	49,065.00
7520 Accounting	17,311.90
7525 Auditor	13,390.00
7540 IT Consultant	500.00
7560 Janitorial Services	7,386.83
7570 Administrative Consultant	50,020.00
7575 Programs Consultant	38,000.00
7590 Food Delivery	<u>14,650.73</u>
Total for 7500 Contract Service Expenses	\$190,324.46
8100 Non-personnel Expenses	
8110 Supplies	2,864.77
8112 Program Supplies	773.35
8115 Food & Refreshments	3,888.35
8120 Telephone & Internet	3,226.76
8130 Postage & Shipping	93.83
8140 Equipment Rental	2,455.17
8150 Software & Hardware < SXXXX	3,538.84
8170 Subscriptions	<u>1,254.17</u>
Total for 8100 Non-personnel Expenses	\$18,095.24
8200 Facility Expenses	

8220 Utilities	6,986.76
8230 Repairs & Maintenance	4,322.80
8290 Depreciation & Amortization	<u>5,641.26</u>
Total for 8200 Facility Expenses	\$16,950.82
8300 Travel & Conference Expenses	
8310 Transportation	78.92
8330 Meals	<u>271.00</u>
Total for 8300 Travel & Conference Expenses	\$349.92
8400 Other Program Specific Expenses	
8450 Program Vehicle Rental	<u>3,009.83</u>
Total for 8400 Other Program Specific Expenses	\$3,009.83
8500 Other Expenses	
8510 Interest Expense	2,755.38
8520 Insurance - Non-employee Related	5,290.20
8540 Staff & Volunteer Training/Development	885.33
8550 Bank Fees	578.72
8560 Merchant Fees	4,864.65
8570 Advertising Expenses	105.00
8580 Business Taxes & Licensing Fees	136.02
8590 Other Expenses	<u>2,338.57</u>
Total for 8500 Other Expenses	\$16,953.87
Total for Expenses	\$590,380.80
Net Operating Income	\$100,017.76
Other Income	
9100 Donated Goods & Services Revenue	
9120 In-Kind Use of Facilities	<u>68,250.00</u>
Total for 9100 Donated Goods & Services Revenue	\$68,250.00
9200 Investment Activity	
9210 Interest	<u>32.06</u>
Total for 9200 Investment Activity	\$32.06
9300 Other Income	
9330 YWCA Admin Fee Revenue (Intercompany)	90,000.00
9340 YWCA Reimbursement Revenue (Intercompany)	7,500.00

Total for 9300 Other Income	\$97,500.00
Total for Other Income	\$165,782.06
Other Expenses	
9400 Donated Goods & Services Expense	
9420 In-Kind Use of Facilities	68,250.00
Total for 9400 Donated Goods & Services Expense	\$68,250.00
9500 Other Expenses and Adjustments	
9520 JMBF Admin Fee Expense (Intercompany)	90,000.00
9530 JMBF Reimbursement Expense (Intercompany)	7,500.00
Total for 9500 Other Expenses and Adjustments	\$97,500.00
Total for Other Expenses	\$165,750.00
Net Other Income	\$32.06
Net Income	\$100,049.82