BOARD OF TRUSTEES OF COMMUNITY-TECHNICAL COLLEGES

CONNECTICUT CHARTS-A-COURSE
TRAINING PROGRAM IN CHILD DEVELOPMENT

REQUEST FOR PROPOSALS - CCC 07-10

Purpose: To solicit proposals to deliver the Connecticut Charts-A-Course Training Program in Child Development Modules

Proposals Due: May 15, 2007 by 2:00 PM

Please direct questions concerning this Request for Proposal to Stacey Garnett at: (800) 832-7784 or (203) 287-3904 or sgarnett@ctcharts-a-course.org

Bidders Conference to be held on May 8, 2007 at 10:00a.m.

Published by: BOARD OF TRUSTEES OF COMMUNITY-TECHNICAL COLLEGES
April 26, 2007

Also Available at:
www.commnet.edu, www.DAS.CT.Gov
www.ctcharts-a-course.org

2321 Whitney Avenue, 5th Floor, Hamden, CT 06518 ♦ (800) 832-7784 ♦ Fax (203)-287-3915
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NOTICE: This Request for Proposals (RFP) is issued provisionally pending the availability of funds. The Board of Trustees of the CT Community Colleges (BOT) on behalf of Connecticut Charts-A-Course (CCAC) reserves the right to amend or withdraw this Request for Proposals.

**Section I: INTRODUCTION**

The Connecticut Community Colleges (BOT) is established under C.G.S. 10a-71 et.seq. The System consists of twelve regional community colleges and a system office. Each community college operates as a separate college within the larger community college system. The responsibility for the administration and management of the System, including the oversight and control of financial operations, rests with the Board of Trustees ("BOT"). C.G.S. 10a-72 (b) (1) requires the Board to "make rules for the governance of the…colleges, determine the general policies of said colleges …and direct the expenditure of said colleges' funds within the amounts available."

Connecticut Charts a Course is a department within the Board of Trustees of Connecticut Community-Technical Colleges and is a collaboration between the Department of Social Services (DSS) and BOT. Connecticut Charts a Course is a state-wide professional development and program improvement system for early care and education. Connecticut Charts a Course provides access to professional development opportunities that lead to credentials and degrees for advancement along its Career Ladder as well as support for program improvement to meet national accreditation standards. ¹

**Section II. OBJECTIVE AND ELIGIBLE APPLICANTS**

The objective of this Request for Proposal is to solicit applications from the following categories of eligible applicants with demonstrated experience in providing early childhood education training to child care providers, (herein after referred to as the "training vendor"), to deliver the Training Program in Child Development (TPCD) for Connecticut Charts-a-Course during the 2007-2009 fiscal year: ²

Eligible Applicants are defined as:

A. Public or private institution of higher education as authorized to operate in the state of Connecticut

B. A public not-for-profit agency as defined by Connecticut state and/or federal law

C. A private-for profit agency as defined by Connecticut state and/or federal law

D. An individual operating a business as defined by Connecticut state and/or federal law.

Any individual who is a current member of the CCAC Training Approval Board is prohibited from applying as an eligible applicant.

E. A faith-based organization that meets either of the above allowable definitions.

**Section III. BACKGROUND INFORMATION**

The goal of the Training Program in Child Development (TPCD) is to improve the quality of early care and education throughout the State by facilitating access to child development and early childhood education theory and practice to individuals who are employed in licensed child care centers and licensed family child care homes as defined by Connecticut law. In addition, individuals who provide care as a relative care provider that is not required to be licensed by state law are also eligible. The TPCD began in 1997 as a unique public–private partnership for a state-wide delivery system of the Connecticut Charts-a-Course module training of its Core Areas of Knowledge ³. For the past nine years, TPCD has continued through collaboration with the Department of Social Services (DSS), the Child Health and Development Institute, Wheeler Clinic and Connecticut Charts–a-Course. Since the inception of the TPCD more than 6,900 providers have participated in the training ⁴. The TPCD content meets the training requirement for

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¹ [www.ctcharts-a-course.org](http://www.ctcharts-a-course.org) for more detailed information.

² Current members of the CCAC Training Approval Board are not eligible applicants for vendors.

³ [www.ctcharts-a-course.org](http://www.ctcharts-a-course.org) for explanation.

⁴ [www.wheelerclinic.org](http://www.wheelerclinic.org) for more detailed information.

4/27/2007
the nationally recognized Child Development Associate (CDA) credential and the program is designed to encourage participants to successfully complete the CDA process and acquire the credential.

Section IV. PROGRAM/FUNDING REQUIREMENTS

Following are the TPCD program requirements:

1. Eligible Participants:
   a. Employed staff in current Accreditation Facilitation Project (AFP) selected sites, DSS funded child care centers, School Readiness programs, Head Start programs, licensed family day care homes and relative providers
   b. Will begin with participation in Module I and proceed sequentially through Modules II, III and IV and complete 150 hours of training
   c. Have no prior college based training or a CDA Credential
   d. Shall become members of the CCAC Registry
   e. Shall be encouraged to complete all the requirements necessary for the CDA Credential and successfully obtain the credential within the two-year RFP funding cycle.

2. Geographic Area:
   a. Delivery of training modules shall occur in community(ies) that demonstrate need as documented by the number of Eligible Participants and their respective levels of professional development.

3. Program Design:
   a. Shall be a sustained, comprehensive and of high quality using the approved CCAC Curriculum of Core Areas of Knowledge and following all current CCAC Training Approval Board (TAB) Policies and Procedures. (See Appendix D).
   b. Delivered only by CCAC TAB approved trainers
   c. Trainers must be able to deliver the module in Spanish, when applicable.

4. Funding Requirements:
   a. Training Vendors shall be reimbursed at the following rates for a maximum amount of $2000 per participant, per year:
      Module I - $400 per participant for completion of the full 30 hours
      Module II - $400 per participant for completion of the full 30 hours
      Module III - $600 per participant for completion of the full 45 hours
      Module IV - $600 per participant for completion of the full 45 hours
   b. In addition, CCAC shall make payments at $250 per person to Training Vendors for each eligible participant who successfully completes and obtains a CDA credential within the two-year RFP funding cycle.
   c. Training vendors shall collect a $20 participant registration fee for each module at the time the participant enrolls in each module or $65 paid at once for all four modules.

Section V. TIMELINE OF RFP PROJECT

Proposals are due to Connecticut Charts-A-Course by 2:00 PM, Wednesday, May 15, 2007 @ 2:00 PM

www.CDAcouncil.org for more information.

If an individual who has college credits wants to participate in the TPCD, this individual shall contact the CCAC Admission and Retention Counselor for career counseling to ascertain the best professional development path and training opportunities

There will be no fee charged for this enrollment.

Reimbursements for partial completion of hours in each module will be pro-rated at an hourly rate.

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4/27/2007
<table>
<thead>
<tr>
<th>Date</th>
<th>What</th>
<th>Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday, May 8, 2007</td>
<td>Bidder’s Conference</td>
<td>Connecticut Charts-A-Course</td>
</tr>
<tr>
<td>10:00 a.m.</td>
<td></td>
<td>2321 Whitney Avenue, 5th Floor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hamden, CT 06515</td>
</tr>
<tr>
<td>Wednesday, May 15, 2007</td>
<td>Applicant mails 1 original and 5-stapled photocopied RFP Proposals</td>
<td>Please address and label RFP Proposals to:</td>
</tr>
<tr>
<td>2:00 PM</td>
<td>to Connecticut Charts-A-Course</td>
<td>Connecticut Charts-A-Course RFP 07-10</td>
</tr>
<tr>
<td></td>
<td>(all RFP’s must be in a sealed envelope)</td>
<td>Attention: Stacey Garnett</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2321 Whitney Avenue, 5th Floor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hamden, CT 06515</td>
</tr>
<tr>
<td>Wednesday, May 15, 2007</td>
<td>Public Bid Opening</td>
<td>Connecticut Charts-A-Course</td>
</tr>
<tr>
<td>3:00 PM</td>
<td></td>
<td>2321 Whitney Avenue, 5th Floor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hamden, CT 06515</td>
</tr>
<tr>
<td>Week of Monday, May 21,</td>
<td>Connecticut Charts-A-Course Training Approval Board and TPCD Selection</td>
<td>Connecticut Charts-A-Course</td>
</tr>
<tr>
<td>2007</td>
<td>Committee meeting.</td>
<td>2321 Whitney Avenue, 5th Floor</td>
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<tr>
<td></td>
<td></td>
<td>Hamden, CT 06515</td>
</tr>
<tr>
<td>Week of Monday, May 28,</td>
<td>Connecticut Charts-A-Course email and/ or sends award Letters.</td>
<td></td>
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<tr>
<td>2007</td>
<td></td>
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<tr>
<td>Wednesday, June 13, 2007</td>
<td>Selected applicant meeting</td>
<td>Connecticut Charts-A-Course</td>
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<td>2321 Whitney Avenue, 5th Floor</td>
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<td>Hamden, CT 06515</td>
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</tbody>
</table>
Section VI. PROPOSAL REVIEW PROCESS and SCORING CRITERIA

a. Proposals will be reviewed for completeness (all items listed in Section V II); incomplete applications will be disqualified. Reviewers may request additional information from applicants by phone, in writing or in person in order to evaluate proposals. Each proposal will be scored according to the following scoring system:

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>MAXIMUM POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evidence of capacity to deliver the TPCD</td>
<td>30</td>
</tr>
<tr>
<td>a. Description of your institution, agency, organization, association and/or individual expertise and capacity in providing early childhood education training to adults who work in early care and education settings.</td>
<td></td>
</tr>
<tr>
<td>b. Evidence and demonstrated capacity in adult education best practice.</td>
<td></td>
</tr>
<tr>
<td>c. Describe the staff experience or credential to deliver early childhood education training to adults who work in early care and education settings.</td>
<td></td>
</tr>
<tr>
<td>2. Program Requirements</td>
<td>40</td>
</tr>
<tr>
<td>a. Identify the town(s) where you plan to deliver the TPCD and describe the evidence of need and how it meets eligibility.</td>
<td></td>
</tr>
<tr>
<td>b. Describe the specific sector(s) of participants you plan to recruit and how they meet the eligibility.</td>
<td></td>
</tr>
<tr>
<td>3. Administration of TPCD</td>
<td>20</td>
</tr>
<tr>
<td>a. Describe your capacity to administratively conduct the delivery of the TPCD,</td>
<td></td>
</tr>
<tr>
<td>b. Describe the staff experience or credentials to provide necessary administrative services</td>
<td></td>
</tr>
<tr>
<td>4. Training Design</td>
<td>10</td>
</tr>
<tr>
<td>a. Describe any unique design to be used to recruit and or deliver the TPCD, which will encourage persistence through modules and successful completion of the CDA.</td>
<td></td>
</tr>
<tr>
<td>TOTAL POINTS AVAILABLE</td>
<td>100</td>
</tr>
</tbody>
</table>

Section VII. FORMAT REQUIREMENTS FOR PROPOSALS

One (1) original and five (5) copies of a proposal that include in the following order, on plain white paper, single spaced, single sided, typed in a font no less than 12, secured with a single stapled:

1. Request for Proposals Abstract Cover Sheet Appendix A
2. Narrative = 2 page summary Appendix B
3. Program Requirements Certification Appendix C
4. CCAC TAB Policies and Procedures Certification Appendix D
5. Terms and Conditions Appendix E
6. Proof of Insurance Appendix F
7. Assurances Appendix G (printed, signed and submitted if appropriate)

The following are State of Connecticut Requirements:

The following six (6) electronic documents, which are separate attachment on the web, are State of Connecticut documents that are required documents for Request for Proposals. The following documents must be completed and included with each proposal in order to be considered:

1. Attachment B Receipt of Request
2. Attachment C Contract Proposal
3. Contract Compliance Regulations
4. Form EEO- This document is to be completed only both those agencies/companies who employ more than 25 people. All other applicants can disregard this form.

5. SEEC form 10 notice

6. SEEC form 11

The following two (2) attachments are for information purposes only and demonstrate the format that the awarded contracts will be written on.

7. Attachment A – PSA Page 1
8. Attachment A – PSA Page 2
APPENDIX A:  
REQUEST FOR PROPOSALS ABSTRACT COVER SHEET  
This form must be typed and submitted as the cover

<table>
<thead>
<tr>
<th>Name of Applicant</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Contact Person Name</td>
<td></td>
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<tr>
<td>Contact Person Title</td>
<td></td>
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<tr>
<td>Address</td>
<td>Street:</td>
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<td>City:</td>
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<td></td>
<td>State:</td>
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<td></td>
<td>Zip Code:</td>
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<td>Phone</td>
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<tr>
<td>Fax</td>
<td>( )</td>
</tr>
<tr>
<td>Contact Person Email Address</td>
<td></td>
</tr>
</tbody>
</table>

Please indicate the appropriate bidder category: each area you are requesting to deliver  
☐ Public Higher Education Institution  ☐ Private Higher Education Institution  
☐ Public Agency  ☐ State Education Agency  ☐ Head Start  ☐ Local School Readiness Council  
☐ Private For Profit Agency/ Organization/ LLC  ☐ Non–Profit Agency/Organization/Association State  
☐ Individual/Consultant  ☐ Other Please List___________________  
☐ Faith Based  

Please specific location(s) by town(s) you propose to recruit and deliver the TPCD:  
______________________________________________________________________  

Please give the approximate number of participants you plan to recruit and train in each year:  
07-08 __________  08-09_____________  

Please identify the sector(s) recruitment priority: check all that apply  
☐ Staff in AFP selected sites  ☐ Staff in DSS funded Centers  ☐ Staff in School Readiness Programs  
☐ Family Child Care Providers  ☐ Kith and Kin Providers  
☐ Spanish–speaking  

In signing this proposal I certify that I am authorized to act on behalf of my institution, organization/association and/or agency or myself that this proposal is complete and accurate and that as a training entity I/we agree to the requirements of this Request for Proposal.

Signature_________________________________________ Date___________________  

Typed Name of Authorized Signer ______________________________
APPENDIX B
Proposal Narrative (No more than 2 pages typed)

Please write your narrative on plain white paper, single spaced, single sided, typed in a font no less than 12 using the following format:

<table>
<thead>
<tr>
<th>1. Evidence of capacity to deliver the TPCD</th>
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<tbody>
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<td>b. Describe the staff experience or credentials to provide necessary administrative services.</td>
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<tbody>
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</tr>
</tbody>
</table>
APPENDIX C:
Program Requirements
This needs to be printed, signed and submitted as attachment

I have hereby certified that I have read Section IV. Program Requirements and if selected as training vendor I will implement the Training Program in Child Development accordingly to all the items listed.

In signing this proposal I certify that I am authorized to act on behalf of my institution, organization/association and/or agency or myself that this proposal is complete and accurate and that as a training entity I/we agree to the requirements of this Request for Proposal.

Signature_____________________________ Date__________________

4/27/2007
APPENDIX D:
Training Approval Board Policy and Procedures for
Training Program in Child Development
This needs to be printed, signed and submitted as attachment

Training Implementation Policy and Procedures:

1. Demonstrate a strong knowledge of CCAC, the Core Areas of Knowledge, the training system (TPCD), CDA and state resources and adhere to all Training Approval Board Policies and Procedures

2. Utilize CCAC approved trainers that maintain a collective average score above 65% on the Quality Assurance System (QAS) observation.

3. Demonstrate a familiarity with the following CT standards, guidelines and regulations:
   a. CT Preschool Curriculum Framework
   b. CT Preschool Assessment Framework
   c. Early Learning Guidelines
   d. State of CT licensing regulations for child day care centers and family day care homes.

4. Adhere to the new Mandatory Core Areas of Knowledge and deliver this training according to the new Module sequence as follows:
   Module I = 30 hours
   Module II = 30 hours
   Module III = 45 hours
   Module IV = 45 hours *

   * To provide the equivalent of the additional 45 hours of Module IV, training organizations may contract with one of the community colleges to offer a 3 credit CDA Preparation Course (ECE 180). Participants who meet current scholarship priorities and who are income-eligible may obtain tuition for this course from the CCAC Scholarship Assistance Program.

5. Deliver the following training embedded within the new Mandatory Core Areas of Knowledge:
   a. First 19.5 hours of the Infant/Toddler sequence
   b. First 15 hours of the Early Language and Literacy sequence
   c. 18 hours of the Inclusive Child Care strand

6. Assure all of the following functions are properly met:
   a. Coordination and administration of the TPCD
   b. Recruitment of participants
   c. Trainers, including supervision

7. Ensure the following resources available for trainer use:
   a. Caring for Our Children Health and Safety series
   b. CDA resource books to include the following:
      i. CDA Competency Standards Books

8. Have data keeping and electronical capabilities that are compatible with CCAC to maintain and track participant training activity from year to year and be able to report to CCAC quickly (e.g.: CDA`s awarded).

9. Assure training spaces are:
a. Well lit, have a comfortable room temperature; be in a safe location, easily accessible by public transportation and ADA compliant.
b. Be able to accommodate 25 training participants comfortably and provide adequate space for group work.
c. Able to utilize multi-modalities of training techniques including ALL of the following: power point, video and TV, wipe board, flip chart and markers.

10. Submit their schedule of training (called the Training Schedule Logs (TSL)) by August 1, 2007 for entire year of training.

11. Notify CCAC immediately with any changes to TSL. Changes must be put in writing and submitted to CCAC for review and written approval prior to training delivery.
   a. If there is a deviation from the TSL without CCAC written approval and training is delivered the agency will not be reimbursed for this training.

12. Distribute Certificates of Attendance to participants at completion of each Module (indicating the name of each workshop taken, trainer who delivered the workshop, the date of workshop delivery and the number of training hours completed.) A template will be given by CCAC.

13. Notify CCAC within 24 hours of training if agency plans on canceling/rescheduling training due to inclement weather.

14. Consent to a review by CCAC at least 2 times throughout the training cycle for:
   a. Administration/Coordination
   b. Trainer Supervision and Effectiveness

Quality Assurance System (QAS):
2. If, as a result of the Quality Assurance System (QAS) unannounced observations, Connecticut Charts-A-Course ascertains a need for training and support in areas such as adult learning theory and principles or how to elicit higher order thinking and how to apply this knowledge to their work with adult learners, individual trainers must agree to attend professional development opportunities (offered by CCAC or elsewhere with the approval of CCAC), in order to continue delivering the TPCD.
3. If a CCAC Quality Assurance System (QAS) is scheduled to observe a scheduled training and this training cancelled or rescheduled without notifying CCAC, the agency is responsible for paying the each of the observers $175 each for a total of $350.
4. Trainers shall meet with Connecticut Charts-A-Course for the Post Observation meeting within a month of the observation; unresponsiveness of a trainer regarding the details in the Action Plan; and/or failure to achieve the goals within the specific timeframe as detailed in the Action Plan constitute noncompliance with the Training Approval Board Policies and Procedures and may result in withdrawal of trainer’s approval status and/or denial of Connecticut Charts-A-Course training credit for training participants.

I have hereby certify that I have read the above that I agree to all the items listed and if selected as a training vendor will implement the Training Program in Child Development according to all current TAB Policy and Procedures.

In signing this proposal I certify that I am authorized to act on behalf of my institution, organization/association and/or agency or myself that this proposal is complete and accurate and that as a training entity I/we agree to the requirements of this Request for Proposal.

Signature_________________________________ Date__________________
APPENDIX E: 
Terms & Conditions
This needs to be printed, signed and submitted as attachment

1. Any contract awarded shall be in full compliance with the statutes and regulations of the State of Connecticut. Any portion of the contract determined to be in conflict with said statutes and/or regulations will be interpreted so as to be in compliance.


3. Any and all prices quoted in a proposal shall be valid for a period of 120 days from the due date of the Proposal.

4. Any oral agreement between any agency or employee and a bidder shall be superseded by the written agreement.

5. The System reserves the right to amend or cancel this RFP prior to the proposal due date.

6. The System reserves the right to reject any and all proposals.

7. The System reserves the right to correct any and all inaccuracies due to clerical error in any contract awarded.

8. Bidder warrants that:
   a. bidder did not participate in the RFP development process;
   b. bidder had no knowledge of the contents of this RFP prior to its issuance;
   c. no employee of the bidder participated, in any way, in the preparation of this RFP.
   d. bidder’s proposal was not made in connection with any competing vendor submitting a separate response to this RFP;
   e. bidder’s proposal is submitted without collusion or fraud of any kind.
   f. bidder shall bear any and all cost incurred in responding to this RFP.

9. Any contract awarded is subject to contract compliance requirements mandated by Section 4a-60 and 46a-68j of the Connecticut General Statutes and, if the awarding agency is the state, Section 46a-71(d) of the Connecticut General Statutes.

   CCC may require the Contractor to supply the following data to comply with State requirements:

   a. The Contractor’s success in implementing an affirmative action plan;
   b. The Contractor’s success in developing an apprenticeship program complying with Section 46a-68(a) to 46a-68(k) of the Connecticut General Statutes, inclusive;
   c. The Contractor’s promise to develop and implement a successful affirmative action plan;
   d. The Contractor’s promise to set aside a portion of the contract for legitimate small contractors and minority business enterprises, where applicable. (See Section 40-60g – 4a-60j of the Connecticut General Statutes.)

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10. Executive Orders of the Governor, State of Connecticut

Contracts for this project are subject to:

- Executive Order No. 3 regarding nondiscrimination promulgated June 16, 1971, and to the guidelines and rules of the State Labor Commissioner implementing said Executive Order;
- Executive Order No. 17, promulgated February 15, 1973, requiring contractors and subcontractors to list employment openings with the Connecticut State Employment Service;
- Executive Order No. 16, promulgated August 4, 1999 regarding Violence in the Workplace Prevention Policy; and
- Executive Order No. 7C, promulgated on July 13, 2006 where the State Contracting Standards Board may review any contract and recommend to the State Contracting Agency, termination of a contract for cause…

Said Executive Orders are incorporated herein and made a part of this RFP, as though fully set forth herein. Executive Orders

11. Rights Reserved To the State

The State of Connecticut reserves the right to:

a. award a contract in part;

b. reject any and all proposals, in whole or in part; and

c. to waive technical defects, irregularities and omissions if, in its judgment, the best interests of the State of Connecticut will be served.

I have the read the Terms and Conditions of this RFP – 07-10 and hereby agree to the above statements.

______________________________________
Name of Authorized Signer

______________________________________
Signature

_______________________________________
Date
A Certificate of Insurance ("Certificate"), certifying that the vendor carries Commercial General Liability insurance. An original Certificate shall be submitted to the System prior to commencement of work. The Certificate shall provide evidence of coverage in the amount of $1,000,000 Combined Single Limit (CSL) per occurrence for bodily injury, personal injury and property damage. Coverage shall include Premises Liability, Operations, Independent Contractors, Products and Completed Operations, Contractual Liability and Broad Form Property Damage coverage. If an aggregate limit applies, said limit shall apply separately to the project, or the general aggregate limit shall be twice the occurrence limit. Worker’s Compensation and Employer’s Liability is required and must meet statutory coverage requirements prescribed by the Worker’s Compensation statutes of the State of Connecticut. The Employer’s Liability coverage must provide minimum limits of $100,000 each accident, $500,000 Policy Disease Limit, $100,000 each employee. Policies shall list the State of Connecticut, its officers, officials, employees, agents, Boards and Commissions as Additional Insureds. The coverage shall contain no special limitations on the scope of protection afforded to the System and the State of Connecticut. The vendor shall assume liability for any and all deductibles in any and all insurance policies.

Vendor warrants that he/she will maintain enforce all insurance coverage’s cited in this

**APPENDIX D – Insurance**, while providing services to the System.
APPENDIX G:
Program Assurances
This needs to be printed, signed and submitted as attachment

I have hereby certified that I have read all attached assurance listed Section VII. Format Requirements 7. and understand the terms of each and have signed and attached those that are required by the State of Connecticut at the time of proposal submission and listed below:

1. Attachment B Receipt of Request
2. Attachment C Contract Proposal
3. Contract Compliance Regulations
4. Form EEO- This document is to be completed only both those agencies/companies who employ more than 25 people. All other applicants can disregard this form.
5. SEEC form 10 notice
6. SEEC form 11

In signing this proposal I certify that I am authorized to act on behalf of my institution, organization/association and /or agency or myself that this proposal is complete and accurate and that as a training entity I /we agree to the requirements of this Request for Proposal.

Signature_________________________ Date__________________