



CHAMPIONS

SKILLS TO THRIVE

Barrington Public Schools

RFP Number: BPS-26004

Heather Klingaman, Program Consultant
608.509.1769 heather.klingaman@kindercare.com

Champions, a Division of KinderCare Learning Companies
5005 Meadows Road, Suite 200
Lake Oswego, OR 97035
503-872-1300

Matthew Bobola, Director of Finance
Barrington Public Schools
283 County Road
Barrington, RI, 02806

Dear Mr. Bobola and Members of the Barrington Public Schools Evaluation Committee,

Thank you for the opportunity to submit our proposal in response to **RFP #BPS-26004** for after-school programming services in **Barrington Public Schools**.

Champions acknowledges receipt of Addendum No.1 through No. 6 and we have incorporated the information provided into this proposal submission.

Champions understands that successful before- and after-school programs must do more than provide supervision at the end of the school day. They should support working families, extend opportunities for enrichment and connection, and create environments where students feel safe, engaged, and excited to participate each afternoon. We appreciate your emphasis on student experience, communication, consistency, and high-quality programming, and we are excited for the opportunity to support those priorities through a collaborative district partnership.

While Champions brings national experience and operational expertise, each program is designed to reflect the unique culture, priorities, and expectations of the district and families it serves. Our approach is grounded in responsive communication, consistent staffing, engaging enrichment opportunities, and a commitment to creating a positive experience for students, families, and school leaders alike.



We also welcome the opportunity for Barrington Public Schools representatives to visit one of our nearby partner programs to experience the Champions program firsthand. We would be pleased to coordinate a visit to our partnership at **George R. Martin Elementary School** in **Seekonk, Massachusetts**, where Champions has served students and families **since 2018**. A site visit would provide the opportunity to observe daily operations, meet our staff, and experience the student and family environment.

Partnership with the Barrington Community

Champions recognizes that successful extended learning programs in Barrington must reflect the culture, expectations, and priorities of the school communities they serve.

Our approach is designed to balance operational consistency with responsive, relationship-based programming tailored to each individual school community.

Partnership Priorities:	How Champions Supports This:
Strong academic culture	Engaging enrichment opportunities that support creativity, STEM exploration, literacy and math engagement, project-based learning, and student confidence beyond the school day.
Supportive school communities	Prioritizing relationship-building, social-emotional learning, inclusion, and welcoming program environments where students feel connected, supported, and engaged
Family expectations	Emphasizing dependable operations, responsive communication, visible site leadership, and strong family partnerships to support trust and continuity throughout the school year.
School identity and community culture	Recognizing that each Barrington elementary school has its own identity, priorities, and traditions. Programs will be developed collaboratively with school leaders to reflect the character of each school community.
Safe and dependable programming	Maintaining established safety procedures, trained staff, supervision protocols, emergency preparedness practices, and licensing compliance systems designed to support safe and dependable program operations.
Community partnership and student engagement	Operating as a visible and responsive community partner that works closely with school leaders, families, and staff to support positive school-community connections.

These partnership priorities are reflected throughout the operational, educational, staffing, and family engagement approaches outlined within this proposal.

You will find a program model intentionally designed to align with Barrington Public Schools' priorities around enrichment, student well-being, family engagement, and operational excellence. From academic support and STEM enrichment to family communication and staffing continuity, our goal is to provide Barrington with a trusted partner capable of delivering both a strong day-to-day experience and long-term program stability.

Thank you again for your consideration and for the opportunity to introduce Champions to the Barrington community. We appreciate the time and effort invested in this process and look forward to the opportunity to partner with Barrington Public Schools in support of its students and families.

With gratitude,

Heather Klingaman

Heather Klingaman



Dan Figurski, President

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EXECUTIVE SUMMARY



KinderCare Learning Companies appreciates the opportunity to partner with Barrington Public Schools to provide before- and after-school programming that reflects the expectations of your students, families, and school communities.

Successful extended learning programs do more than provide supervision at the end of the school day. They create environments where students feel safe, connected, engaged, and excited to participate each afternoon. Families rely on programs that feel welcoming, responsive, and dependable, while school leaders need trusted partners capable of delivering consistent, high-quality experiences across every site.

Champions designs programs with those priorities in mind. Our approach balances engaging enrichment opportunities, academic support, relationship-building, and operational consistency to create experiences students enjoy and families value. Through hands-on learning, student choice, social-emotional learning, and inclusive programming, students are supported both academically and socially beyond the school day.

We also recognize that each Barrington school community has its own culture, priorities, and family expectations. Our implementation approach is intentionally designed to provide operational consistency while remaining responsive to the unique needs of each school community. Champions partners closely with school leaders and families to create programs that reflect the values and expectations of the communities they serve.

Customized School Community Partnership Plan

Champions recognizes that successful extended learning partnerships in Barrington must reflect the culture, expectations, and priorities of the communities they serve. While Champions brings operational systems and educational resources at scale, each Barrington program will be intentionally shaped around the culture and identity of its individual school community.

District leaders should not have to manage after-school staffing shortages, inconsistent communication, or day-to-day operational challenges in order to maintain a successful extended learning program. Champions provides the staffing support, leadership oversight, communication practices, and operational infrastructure needed to support safe, organized, and dependable programs throughout the school year.

Most importantly, we understand that districts are not simply selecting a vendor. They are selecting a long-term partner that students and families will interact with daily. That responsibility requires responsiveness, trust, consistency, and a genuine commitment to supporting the school community over time. KinderCare Learning Companies is prepared to bring that level of partnership and operational leadership to Barrington Public Schools.

ORGANIZATIONAL BACKGROUND AND EXPERIENCE

Identification of the primary contact person for the proposer and the person having authority to commit the proposer to a contract

Heather Klingaman, Program Consultant
Phone Number: 608.509.1769
Email: heather.klingaman@kindercare.com

Date and location where proposer's business was established

KinderCare Learning Centers, LLC, (the parent organization of Champions) was established on November 14th, 1986, in the state of Delaware.

Current number of employees

Champions has 5,661 employees.

A description of the management structure of the organization

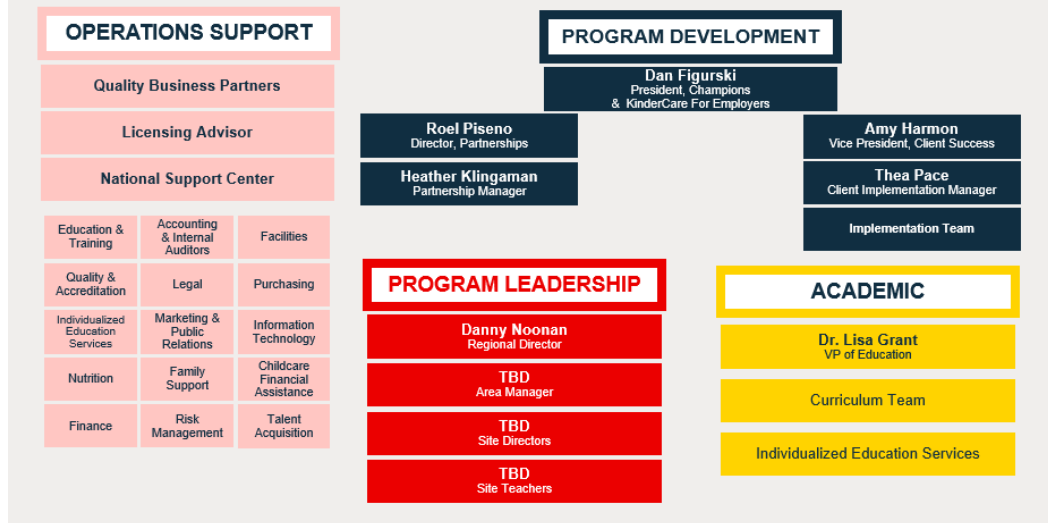
Champions Administration

Champions' local and national management structures will provide extensive support for your programs. If awarded the contract, BPS's local management team will consist of:

- **A Site Director** dedicated to each school and on site every day
- **Lead Teachers, Teachers, and Assistant Teachers** to engage with your students
- **An Area Manager** who will administer the programs and conduct visits at least twice per month
- **A Regional Director/Manager** who offers leadership for several programs in each territory

Champions teachers report feeling supported by their managers, reflected in our strong **4.45 out of 5 employee engagement survey rating**.

Champions Organizational Chart



A description of the reliability, continuity, professional awards, and location of the proposer

Organizational Reliability, Continuity & Engagement

Champions, a division of KinderCare Learning Companies, is part of a 57-year organization exclusively focused on child care and extended learning programs. Founded in 1990, Champions pioneered school-based before- and after-school programming designed to support both academic enrichment and family needs within elementary school environments. Headquartered in Portland, Oregon, Champions operates school-age programs throughout the Northeast and across the United States.

Today, KinderCare Learning Companies serves more than 212,000 children across 40 states. Champions operates more than 1,100 before- and after-school programs serving approximately 59,000 students across 37 states and Washington, D.C., in partnership with more than 400 school districts nationwide. Our average district partnership exceeds eight years, with more than 35 district partnerships lasting over 20 years, reflecting long-term operational continuity, client satisfaction, and trusted school partnerships.

Champions combines the resources and operational infrastructure of a national organization with localized leadership and school-community partnership support. Regional operations teams, quality specialists, implementation leaders, and educational support staff provide ongoing oversight to help support consistent program quality, safety, compliance, staffing continuity, and family engagement across all locations.

Our reliability is also reflected in the engagement of the students, families, employees, and school partners we serve. In 2025, Champions achieved a 4.65 out of 5 family engagement score, a 4.39 out of 5 employee engagement score, and a 4.46 out of 5 client engagement score from surveys administered to more than 1,000 principals and superintendents. District leaders also reported that Champions consistently delivers on its promises (90%) and communicates effectively (95%).

Champions and KinderCare Learning Companies have received national recognition for workplace culture, operational excellence, and educational partnership support, including:

- Gallup Exceptional Workplace Award (10 consecutive years)
- Gallup Exceptional Workplace Award with Distinction
- WELL Building Institute Recognition
- Association of California Administrators Partners in Educational Excellence Award
- Region 5 System of Support “Breakfast of Champions” Award
- “Catalyst of Growth” Award

Throughout periods of operational change, including the COVID-19 pandemic, Champions maintained continuity of service by rapidly adapting programs to support students, families, and school districts through distance learning support and expanded care solutions. This operational flexibility and long-term stability continue to support reliable partnerships for school communities nationwide.

A summary of the proposer’s ability to perform the services set forth in the Scope of Services outlined in Section 12

Champions has the operational infrastructure, staffing support, safety systems, and educational programming necessary to successfully implement and sustain high-quality after-school programs across all Barrington Public Schools elementary sites. The following summary outlines our ability to deliver the services described in Section 12 of this RFP.

Program Operations:

Champions has extensive experience operating multi-site before- and after-school programs aligned with district calendars and school-based operational requirements. We currently serve nearly 60,000 students daily across more than 1,100 school sites nationwide, including programs serving elementary-aged students in suburban school communities.

For Barrington Public Schools, Champions will provide structured after-school programming from school dismissal until 6:00 PM at all four elementary schools identified in the RFP. Programs will include academic support, enrichment activities, supervised recreation, social-emotional learning, and family engagement opportunities aligned with district expectations and student needs.

Safety, Licensing, and Compliance

Champions maintains established operational procedures to support student safety, staff supervision, and compliance with applicable licensing requirements. Program practices include:

- staff background checks and fingerprinting,
- required staff-to-student ratios,
- emergency preparedness procedures,
- medication management protocols,
- health and safety practices,
- arrival and dismissal procedures,
- and ongoing staff training.

Champions will obtain and maintain all required Rhode Island childcare licensing requirements throughout the duration of the contract.



Families strongly agree Champions' environment is **safe and secure**



4.76 out of 5

on Family Engagement Surveys

Staffing and Training

Champions utilizes a staffing model supported by regional leadership, site-based management, substitute staffing support, and ongoing professional development. Staff receive training in safety, supervision, behavior management, curriculum implementation, family communication, and child development practices.

Our operational structure is designed to support consistent staffing, responsive oversight, and program continuity across all district locations.

Enrichment and Student Experience

Champions programs balance academic support, enrichment, creativity, physical activity, and social connection within safe, inclusive environments. Activities are intentionally designed to support student engagement while remaining responsive to varying interests, developmental levels, abilities, and learning needs.

Family and School Partnership

Champions prioritizes collaborative relationships with families and school partners through:

- consistent family communication,
- responsive site leadership,
- enrollment and waitlist management,
- and ongoing coordination with school administration

We understand the importance of maintaining program experiences that reflect the culture, expectations, and priorities of each Barrington school community.

PROGRAM DESCRIPTION

An overview of enrichment programming

Our School-Age Educational Program

Barrington Public Schools' strong culture of academic excellence, STEM achievement, arts participation, and student engagement aligns well with Champions' approach to before- and after-school programming. Champions creates engaging enrichment experiences that support relationship-building, creativity, hands-on exploration, and opportunities for students to discover and grow their interests beyond the school day.

Through six interconnected content areas, students participate in activities that support STEM exploration, literacy and math engagement, social-emotional learning, physical activity, creativity, and student choice in welcoming, inclusive environments.



We design environments that celebrate each student's interests and abilities through engaging experiences connected to their interests and goals.

- **Junior Counselors:** Leadership roles for students in shaping programs
- **Classroom Clubs:** Students' interests shape these self-governing organizations
- **Project-Based Learning:** Hands-on collaborative projects connected to student interests

Thematic Units

Champions designs engaging before- and after-school experiences that connect enrichment, academic support, and student interests through hands-on activities and collaborative projects. Activities across our six content areas encourage creativity, relationship-building, problem-solving, and opportunities for students to explore topics that feel meaningful and relevant to them.

Daily Program Components

Daily programming balances structured activities, student choice, enrichment opportunities, physical activity, and time for social connection. Here is a brief description of our many program components:

Interest Areas Open Every Day

 Students choose their pathway through Science, Technology, Engineering, and Math, following an iterative design process approach to learning.	 Students express themselves through drama, drawing, painting, poetry, and more. Creating masterpieces through creativity, self-expression, planning, and flexibility.	 Students find inspiration and endless adventure here at the bookworm's favorite stop. Exploring books that rotate every two weeks to match the curriculum theme.	 Students play group games or challenge themselves with fun brainteasers and puzzles. Polishing their problem-solving, deductive reasoning, and collaboration skills.
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Health & Fitness Activities

Our **Fitness & Group Games** offers 200+ activities to get students moving. Daily opportunities to participate in physical activities create positive lifelong attitudes towards health and fitness.

Social-Emotional Learning (SEL)

At Champions, social-emotional learning is built into daily routines, relationship-building, and collaborative experiences.

Our daily routine includes relationship-building time and student-led community agreements, which engage the whole group. During our Welcome activity, our “Meet-Up” group uses the **Harmony Academy SEL** kit to stimulate daily conversations. Students are “Buddied Up” with conversation cards throughout the day, encouraging interactions with new students and the creation of new projects.

STEM Skill Development

Champions' core educational activities intentionally weave **science, technology, engineering, and math** into everyday learning experiences through student-led exploration and hands-on projects.

- Daily **STEM** Interest Area is stocked with open-ended materials that spark curiosity, experimentation, and problem-solving
- Educational activities themes such as ***Bridge Building, Gross and Goopy Physiology, and Simple Machines*** strengthen foundational STEM skills
- Collaborative projects encourage creativity, teamwork, and real-world problem-solving

Math Enrichment

We support district math goals with hands-on, inquiry-based activities that build confidence.

Our math program booster focuses on **four foundational focus areas**:

▪ **Number sense** ▪ **Operations** ▪ **Geometry** ▪ **Measurement**

Teachers use games, transition activities, and outdoor learning to strengthen problem-solving and engagement. Activities emphasize **academic growth** rather than remediation, helping students remain on track while strengthening problem-solving skills and student engagement outside the traditional school day.

Literacy Booster

To support districts' proficiency goals, our supplemental Literacy Booster supports **foundational and critical literacy skill** development through engaging reading activities and collaborative learning experiences.

Literacy activities include read-alouds, independent reading, collaborative discussions, vocabulary-building games, and peer-to-peer literacy activities designed to support engagement and confidence in reading.

English Language Learners

We serve students from a wide range of language backgrounds in culturally responsive programs. Students practice reading and writing to build social language, vocabulary, and academic language. We **honor children's cultural and linguistic heritages** by incorporating them into our programs, embracing the diversity this brings to our Champions communities.

Creating Connections

Aligned to welcoming and belonging goals, our Creating Connections program supports **warm and welcoming participation for all students**. No matter their background or challenges, all students belong at Champions.

Community Involvement: Service Projects

We partner with families and schools to select meaningful service projects and actively encourage students to get involved in their communities. Students own every project from design through implementation so they can learn through doing and take pride in the outcome.

Champions values **strong school-community connections** and will work collaboratively with Barrington schools and families to incorporate community interests, service-learning opportunities, and family engagement activities into programming throughout the year. Enrichment opportunities can be adapted by each school to reflect the unique culture, interests, and priorities of each school community.

Why Our Educational Programming Works

Champions supports staff with training, ready-to-use activities, and program resources that help create engaging, organized, and enriching learning experiences for students. Our teams are equipped to deliver consistent programming that balances academic support, enrichment, student choice, and relationship-building throughout the school year.

A description of academic support strategies

Academic Support: Homework

Champions prioritizes helping students meet **state grade-level standards** and district expectations through homework support. To ensure this, families and students complete homework agreements, which help our staff understand and support each student's needs and goals. **We create a quiet space for students to work on their homework and provide necessary supplies**, fostering a conducive learning environment.

Our staff will:

- Circulate to coach students through problem-solving, supporting their persistence and self-confidence

- Teach study skills and help students be self-reliant and perseverant
- Respond to students' diverse learning styles
- Communicate with parents about where their child excelled and/or experienced challenges

Our staff will collaborate with your teachers on homework strategies and progress where permitted. Our teams appreciate access to support teams for consistency.

A sample daily schedule

School-Age Sample Schedule

Champions emphasizes daily routines to keep students engaged while still leaving room to explore. We alternate quiet and active segments of the day to meet students' needs for physical activity. Our schedule is flexible and can be customized to respond to students' interests and to the program hours your families need.

After School Schedule	
3:00 – 3:45 p.m.	• Welcome • Afternoon Snack • Homework Time
3:45 – 4:30 p.m.	• Fitness and Group Games
4:30-5:15 p.m.	Rotating Activities: • Core Standards Activities • Creating Connections Activities • Social-Emotional Learning (SEL)
5:15-6:00 p.m.	• End of Day Meeting – Reflect & Connect • Child-directed Learning (Projects and Interest Areas) • Classroom Clubs • Homework Time

Descriptions of emergency preparedness and supervision protocols

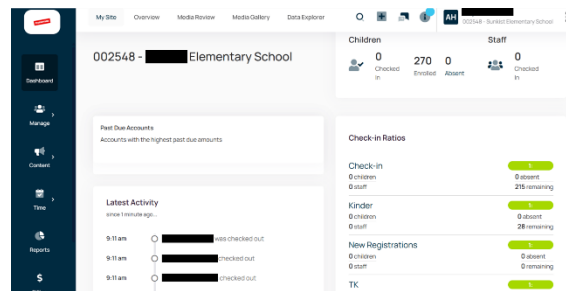
Child Supervision

Champions staff's primary duty is to ensure student safety through **active supervision**. Active supervision involves anticipating potential risks, remaining vigilant, and being prepared to intervene when necessary. Key practices include:

- Conducting daily attendance and regular name-to-face check-ins
- Maintaining strategic positioning to maximize supervision
- Monitoring for unfamiliar individuals
- Securing doors (where applicable)
- Providing constant supervision of children
- Adhering to state-mandated ratios

Staff use digital devices, including tablets, computers, and site phones, to manage sign-in/out logs and track attendance in real time.

Child Supervision Records (CSRs) are currently maintained on paper and on an electronic CSR to complement paper CSRs and simplify reporting.



If a student is unexpectedly absent, staff contact responsible adults until the child's safety is confirmed.

Drop-off Procedures

- Families and children are greeted by staff
- Students are signed in electronically by the adult dropping off, or by staff if for any reason the adult cannot complete electronic sign-in.
- Students will be signed in electronically by staff when they are released from school.

Pick-up Procedures

- Families can check children out using the mobile app. Staff greet families and confirm release to an authorized adult listed in Discover Champions. Families are required to provide at least three authorized pick-ups and emergency contacts, though additional names may be added.

- Staff members will ask for a government-issued photo ID for anyone not positively known to them and compare ID to the authorized pick up list.
- Adults use unique codes to sign out students
- Unauthorized adults are not permitted in the program
- Students leaving and returning must be re-signed in/out by an authorized adult or staff member (e.g., when returning from tutoring)

Emergency, Disaster, and Lockdown Procedures

Champions has a detailed emergency plan, outlined in our Best Safety Practices Report, which aligns with school and district policies, adheres to state licensing requirements where applicable, and is practiced on a monthly basis. The plan covers:

- Student accidents and medical emergencies
- Evacuations
- Intruder/lockdown situations
- Threats involving weapons or violence
- Suspicious adults
- Fires
- Natural disasters
- Emergency closures

Procedures

- Communicated to families before the program start
- Reviewed annually
- Coordinated with schools and emergency responders
- Site Directors compile program-specific closure information, including off-site evacuation locations
- Families can be notified of emergencies in bulk through the **Discover Champions app**, ensuring timely communication

Staff Training

- Responding to potential threats
- Keeping students calm and safe
- Clearing all areas during emergencies
- Taking attendance at safe locations

Program Resources

- Emergency binders with contact information
- First aid kits

- Student files with emergency contacts and health information

Champions will partner with BPS to follow established emergency procedures and participate in school-based training.

A description of incident documentation and reporting procedures

Incident Reporting

Champions is responsible, transparent, yet respectful of confidentiality in reporting incidents.

- Should an incident occur in one of our programs that involves a student or multiple students, we immediately reach out to their family to let them know what has occurred
- If an incident is serious enough, we call 911 for emergency assistance and then shortly after, we inform Licensing
- We provide a copy of an Incident Report to the family and ask them to sign our original copy so that we can file it in our records
- Once we have completed these steps, we then contact the principal of the school to alert them to the situation before also reaching out to district personnel

Descriptions of the enrollment and registration processes

Enrollment Process

Champions' enrollment practices streamline the process while ensuring student safety. Families complete enrollment through our online system. They are then invited to download the Discover Champions app for ongoing communication and account management.

As part of the enrollment process, families complete the Enrollment Agreement, which captures information on allergies, medications, emergency contacts, and care instructions. This information is automatically populated in the student's profile in our system. Children may begin once enrollment packets are complete, and space is confirmed available.

During enrollment, families can set up automatic payments and adjust schedules on a **weekly basis, customizing them as needed**. For students who may require **additional care or support** (whether medical, behavioral, or otherwise), Champions coordinates with our Individualized Education Services team to ensure the right resources are in place.

A description of how the proposer implements inclusive practices that support students of diverse abilities, needs and backgrounds

Special Needs

Champions welcomes students of all abilities, offering BPS students reasonable accommodations to ensure full participation. We collaborate with families and schools to create support plans that align across home and school. Our Creating Connections philosophy ensures families feel supported from day one, and students receive high-quality programs with caring adults committed to their success.

Individualized Education Services

Our Individualized Education Services team includes professionals with backgrounds in applied behavior analysis and trauma informed care, one of whom is a former Champions Site Director. With advisors dedicated to Champions specifically, our Individualized Education Services team supports students' unique needs through Positive Behavior Support interventions:

- Differentiated instruction strategies
- Guidance on accommodations and creating welcoming communities
- Support for English Language Learners and children facing trauma or stress
- Tools for social-emotional learning, de-escalation, and crisis management
- Partnerships with families, IEP teams, and community resources

Break Box

Each program includes a sensory Break Box with tools like weighted lap pads and noise-reducing headphones to help students manage their stress and sensory needs.



Families agree by a wide margin that Champions
adjusts to the needs of their individual child

4.54

out of 5 on
Family
Engagement
Surveys

Including everyone is central to our identity, so we offer extraordinary support that goes beyond legal minimums. To Champions, *every* child matters.



"Having worked with both special needs children and their typically developing peers, I've seen firsthand the positive impact of the structures and support systems in place at Champions. Unlike many other early childhood agencies where these services are contracted, Champions goes above and beyond to ensure that children and families have access to the resources they need. We appreciate the discounts and support they have offered during difficult times. Moreover, I am continually impressed by Champions' dedication to staying updated with the latest educational trends, technologies, and best practices. Their proactive approach to professional development not only keeps us ahead of the curve but also inspires us to strive for continuous improvement in our respective roles."

- Berenice Adibi, Site Director, Vineland, NJ

A description of family communication methods

Family Communication

Champions staff connect directly with families through **Discover Champions**, our comprehensive childcare app. This platform supports simple profile creation, digital enrollment agreements, and program management, making communication with families seamless and efficient. Families receive updates, notifications, and reports directly from Champions staff in real time. To ensure accessibility, the app can be viewed in families' preferred languages through Google Translate integration.

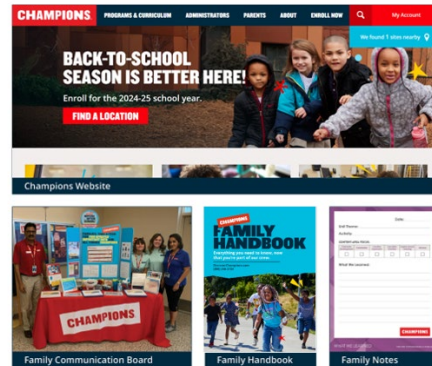
Beyond the app, our communication strategies include mobile, personal, and print interactions. We proudly connect home and school, demonstrating program quality and keeping families informed through:

- Family Communication Board with activity plans, schedules, and more
- Cultural belonging resources via email, social media, and our website
- Monthly newsletters
- Enrollment agreement and email updates
- "What We Are Learning" posts
- Staff profiles
- Homework logs
- Snack calendars

- Family notes with thematic overviews and home activities
- Flyers in backpacks
- Family handbooks
- Our website, DiscoverChampions.com

We are rapidly expanding our offerings of materials and resources in languages other than English, and our local teams will partner with BPS schools to serve diverse neighborhoods if awarded the contract.

- Personal conversations at drop-off and pick-up times



Family Engagement Events

Engaging families is a goal for our 300+ district partners, and we want your families to feel connected to your community and your school.

In addition to Open House events, Champions looks forward to building on the strong family and community traditions already established throughout the district. Below are a few examples of opportunities we could support throughout the year:

- Family Meet and Greets with games, crafts, etc.
- Spring Science Festival
- Choralpalooza (district choir)
- Field Day & Cookouts
- Geography Bee participation
- Student Council civic experiences/State House visits
- "Cruisin' for Caroline" community walk
- STEM/Science Olympiad culture
- School spirit days
- Art & Family Fun Night
- Sweetheart Dance
- Cultural Festivals where students research and prepare a presentation on a foreign country, and bring a potluck dish from that culture

Policies governing dismissal, attendance, allergies and medication administration

Medication Administration and Storage

Champions staff ensure safe medication storage and administration through the following methods:

- Staff follow a strict medication protocol, supported by extensive training
- **Medications are stored in a locked container**, with refrigeration provided as needed
- An Authorization for Medication form is required before administering medication
- Prescription medications must be in original containers labeled with the student's name, dosage, and expiration date
- Non-prescription medications require written instructions and must be in original containers labeled with the student's name
- Medical professional training is required for administering seizure or diabetes medications
- We comply with state/licensing requirements for medication administration

Allergies

Champions has well-established allergy practices that ensure students stay safe:

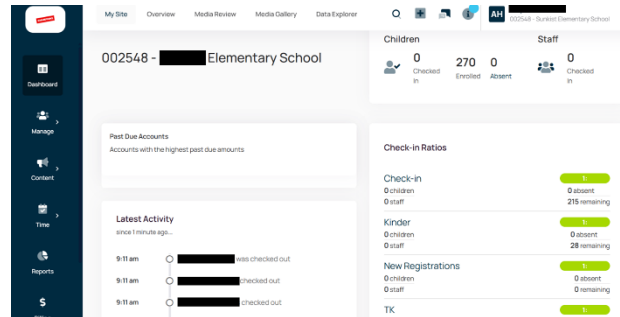
- A confidential **allergy list is updated at least every 30 days**, and staff are trained to consistently review it
- Snack menus are posted in advance, allowing families to provide alternate snacks if needed
- For schools with a No Nuts policy, we post signs in the program to ensure families and staff are aware
- We restrict foods served and brought into the program to accommodate food allergies
- **Staff are trained on the Allergy Plan and EpiPen administration**
- We meet all Licensing requirements for emergency medication administration and documentation

Attendance Tracking

Champions uses Discover Champions, a customized management and operations system, to ensure accurate and reliable sign-in/sign-out across all classrooms.

The system automatically creates each child's profile from the parent's enrollment or registration information. Profiles include authorized pickups, allergies, and other key details, and can be updated as needed to ensure staff always have the most current information to

support each child. The platform also maintains a document library, building a comprehensive record throughout the child's time in our program.



In addition, the system generates reports that help staff track enrollment, attendance, and billing with greater accuracy and efficiency, including the accurate attendance records required for subsidy agencies. This streamlined approach enhances program operations while providing transparency and convenience for families and school partners.

- CSRs also provide staffing details for each time period, which is important data in the unlikely event of a child incident, licensing issue, and/or audit.
- Both Discover Champions digital records and paper-based Child Supervision Records (CSRs) are maintained.
- For compliance, we adhere to the seven-year retention requirement for student records.
- Records are made available only in accordance with applicable privacy regulations and specific client agreements.

Pick-up and Drop-off Policies

Champions has strict drop-off and pick-up policies. **Students participating in Champions programs are only allowed to be picked up by authorized adults.**

- Families must sign their child in at drop-off time
- When families enroll their children in Champions, they are asked to provide a list of adults authorized to pick up their children and are informed when pick-ups are scheduled
- We communicate with teachers and school administrators regarding students who are involved in extracurricular activities to ensure that we are aware where students involved in our programs are at all times
- If a student is not picked up by the parent, guardian, or authorized adult, and our team has not received communication from the family, the team will adhere to a detailed protocol to ensure the student has a safe place to go.

LICENSING & COMPLIANCE

Clearly identify the program's operating status as one of the following: DHS-Licensed Program, or District-Based Exempt Program

Licensing

Champions follows state Licensing requirements and timelines. Our Senior Licensing and Compliance Advisor, Jill Brown, ensures efficient program implementation. Jill and our Operations team have strong relationships with licensing agencies.

Upon contract award, submitting licensing documentation is our priority. We are always subject to the timelines set by Licensing, but have the industry's strongest resources and systems to achieve swift licensing.

Licensing is site-specific and fully managed by Champions.

- Each individual program site must be licensed independently; there is no blanket license for the provider or the district.
- Champions is listed as the licensee for each site, assuming full responsibility for securing and maintaining licensure.

When a local licensing rep estimated a six-month wait, our team didn't stop there. Our Senior Licensing and Compliance advisor reached out directly to the state's licensing leadership—and secured a 90-day commitment instead. That's the difference relationships and experience can make. When kids need care *now*, we don't take "no" at face value when better outcomes are possible.



We prioritize timely licensure and have a strong track record of meeting start dates.

- Upon contract award, our Licensing and Compliance Advisor begins documentation and site prep immediately.
- While licensing timelines are controlled by the state, our team's experience and proactive process keep launch plans on track.

We have deep knowledge of state-specific regulations and strong relationships with licensors.

- Our Senior Licensing and Compliance Advisor, Jill Brown, partners with regional Operations leaders to navigate state systems effectively.
- Champions maintains up-to-date knowledge of all regulations, including ratios, physical environment standards, and inspection protocols.

We maintain compliance through consistent oversight and documentation systems.

- Every site maintains an on-site Licensing Notebook with all required documents, available for review by licensors and administrators.
- Internally, we use a centralized Licensing Resources Database to keep our teams compliant.
- We centrally track requirements (licensing visits, health/fire inspections, application status, etc.), manage renewals, and support staff through our internal database.

We minimize administrative lift for districts.

- We only require a few supporting documents from the district, such as building access approval or fire inspection records.
- From there, our team manages all paperwork, submissions, inspections, and follow-up communications.

We take a risk-mitigation approach to licensing.

- Licensing errors can delay program start, result in fines, or create safety exposures. Our structure prevents those risks through trained experts, clear checklists, and built-in quality checks.
- In the event of state-caused delays, we communicate proactively with the district and propose contingency plans that prioritize student safety and compliance. Champions never operates unlicensed sites.
- When necessary, we offer creative, compliant solutions: temporarily forgoing child care subsidy and offering short-term scholarships, collaborating with the outgoing provider for extended coverage, partnering with school staff to support early weeks of programming, or adjusting enrollment phasing until licensure is complete.

Describe how the program complies with all applicable DHS health, safety, staffing, training, and reporting requirements

Safety

Champions prioritizes safe, consistent environments where students, families, and school staff can feel confident in daily program operations. Our health and safety practices are designed to meet applicable licensing requirements while supporting clear communication, staff preparedness, and ongoing district collaboration.

Safety Partnership Meetings

We partner with you on student safety before the school season begins, reviewing resources such as:

- Emergency Binder
- Best Safety Practices Report
- Contact List and Front Desk Binder resources
- Illness and allergy-related resources
- Weapons and threats of violence resources

SAFETY PRACTICES

Safety Focus Area	Practice Summary	Frequency	District Collaboration
Sign-In/Out & Pick-Up Safety	Computer-based system; Photo ID required; No release without authorization	Daily	Initial review at start of school year; immediate family/district contact for any incidents
Student Supervision	No student left unattended; regular child checks logged; trained for alertness	Continuous	Follows school protocol for staff-to-student ratios and supervision policies
Emergency Response	Customized Emergency Binders, lockdown/fire drill coordination	Drills: Monthly (minimum); Staff training: Annual	Site-specific protocols aligned with district policies and first responders
Medical & Allergy Protocols	Staff trained on med administration; documentation required; secure storage	Training: Upon hire + Annual refreshers	Aligned with district health policies and school nurse direction
Safety Training & SOPs	Online modules, SOPs, Monthly Safety Focuses, Quick Guides	Monthly + As Needed	Safety Partnership Meeting before each school year
Licensing Compliance	Operates licensed programs in 37 states; state ratios and regulations followed	Monitored continuously	Licensing reports and updates shared if needed
Incident Management	Internal escalation protocols; real-time family contact; documentation	As incidents occur	District notified of major events or threats as agreed

Staff Compliance: Safety and Licensing

Champions will operate as a DHS-Licensed Program.

Champions maintains licensed program operations through established health, safety, and compliance practices aligned with applicable regulatory requirements. Staff receive ongoing training, operational guidance, and clear safety expectations designed to support consistent implementation across programs.

Our teams are trained to build safe, dependable habits into daily program operations so procedures become second nature in supporting student wellbeing, supervision, and emergency response. Through ongoing accountability and operational oversight, Champions helps ensure staff understand and consistently follow required safety and licensing practices.

If operating under an exemption, detail how equivalent standards will be met and how the program will coordinate with DHS oversight.

We will not operate under an exemption.

STAFFING PLAN

A description of lead personnel and anticipated supporting personnel to be employed during the contract (by classification and title) and their qualifications to perform the work.

YOUR PROJECT TEAM

Name	Title	Role & Responsibilities
Thea Pace	Client Success Manager	Oversees the onboarding and launch of new Champions programs. Coordinates logistics, collaborates with district leaders, manages contractual matters, and ensures the program opens smoothly and in alignment with district expectations.
Danny Noonan	Regional Leader	Provides strategic leadership to ensure the success of sites by working closely with Area Managers to maintain high-quality standards, support staff development, and foster strong relationships with school districts and community partners.
To Be Hired*	Area Manager	Will serve as the day-to-day program lead and primary liaison. Responsible for licensing compliance, staff hiring and development, program quality, and continuous improvement across the sites.
To Be Hired*	Site Director	Will manage daily operations at school sites, lead on-site staff, build relationships with school teams, and ensure a safe, enriching, and engaging experience for students and families.
To Be Hired*	Teachers/Program Assistants (Part-Time)	Support Site Director in delivering daily academic support and enrichment activities. Facilitate small-group instruction (literacy, math, STEM), lead enrichment clubs, and provide individualized support as needed. Ensure safe supervision, positive behavior reinforcement, and strong communication with families.
Kerri Kubacki	Quality Business Partner	Provides strategic support on quality standards and continuous improvement. Consults on best practices and tools to support excellence in programming. While not specifically assigned to this project, Kerri represents our Quality Business Partner team, and her resume is included as an example of the qualifications that guide our quality framework.
Ashley Itani	Individualized Education Services Advisor	Advises on welcoming children of all backgrounds, accessibility, and accommodations for students with diverse needs. Supports training, resources, and coaching to help teams deliver care that welcomes students with differences. While not specifically assigned to this project, Ashley represents our Individualized Education Services team, and her resume is included to demonstrate the expertise represented by this team.
Heather Klingaman	Partnership Manager	Leads strategic planning and partnership development for this initiative. Serves as the central point of contact throughout the negotiating process.

** Champions currently operates programs throughout the Northeast and leverages established regional recruitment pipelines, substitute staffing support, and leadership oversight structures to support consistent staffing and operational continuity*

Key Personnel

The following resumes are included in the Attachments section:

- **Thea Pace, Client Implementation Management**
- **Heather Klingaman, Relationship Manager**
- **Danny Noonan, Regional Leader**
- **Kerri Kubacki, Quality Business Partner**
- **Ashley Itani, Individualized Education Services Advisor**

Minimum staff qualifications and training requirements

Staff Qualifications

Champions prioritizes state-specific education and experience requirements. The roles and requirements for program staff who will oversee the care and education of your students align with roles and requirements outlined below, but when we hire, candidates typically exceed our minimum requirements.

Staff Descriptions and Qualifications

Site Directors	Site Teachers	Site Assistants	Area Managers
Site Directors oversee all program operations, providing daily oversight, mentoring to staff, and maintaining regular communication with parents. They collaborate closely with Area Managers to achieve enrollment and financial targets and oversee staff training initiatives, ensuring smooth program implementation and serving as the main point of contact for both the district and parents.	Site Teachers implement curriculum through developmentally appropriate activities, prioritize children's safety, communicate effectively with parents, and adhere to state and local child care regulations. They create and maintain environments that cater to children's developmental needs with a variety of appropriate choices.	Site Assistants assist Site Teachers in creating a high-quality learning environment for children and ensuring a positive experience for families. They provide coverage during breaks, meetings, and absences to maintain continuity in child care and educational activities.	Area Managers oversee program implementation and provide leadership to program teams, acting as the primary liaison between our programs and school clients to ensure customized solutions for each community. They efficiently address family concerns to prevent school principals from getting involved in disputes or inquiries, maintaining smooth operations and positive relationships.
Requirements:			
- Have a bachelor's degree in a related field; and have six months of experience working with school-age students; or: - Have a bachelor's degree in any field or an associate's degree in related field and have nine months of experience working with school-age students; or: - Experience as a lead teacher and a supervisory role; or: - Education and experience requirements consistent with licensing requirements - State-specific requirements	- Have a bachelor's degree or an associate's degree; and have three months of experience working with school-age students; or: - Have a high school diploma or equivalent; and have six months of experience working with school-age students; or: - Have nine months of experience with school-age students, including three months of supervised experience at a school-age child care program - State-specific requirements	- Have a high school diploma or equivalent; associate's or bachelor's degree preferred - Have or willing to obtain CDA - ECE coursework preferred - Professional ECE experience preferred - State-specific requirements	- B.A. or B.S. degree preferred - A minimum of three years multi-site management experience in related areas of education and/or business

Training & Professional Development

Champions believes strong programs begin with well-trained, supported staff who create safe, engaging, and welcoming environments for students each day. Staff participate in comprehensive onboarding and ongoing professional development designed to support program quality, student safety, and positive learning experiences.

Staff Orientation & Safety Training:

- New staff complete orientation and onboarding focused on:
- health and safety practices,
- emergency preparedness,
- supervision expectations,
- risk management,
- educational programming,

- and Champions operational procedures.

Staff also receive ongoing training in CPR, First Aid, supervision, and healthy practices throughout the year.

Ongoing Coaching & Professional Growth

Champions supports continuous staff development through coaching, training resources, professional development opportunities, and regular staff collaboration. Field Coaches provide ongoing support, guidance, and best practices to help staff deliver engaging and consistent program experiences.

Champions also supports **long-term professional growth** through opportunities such as:

- Child Development Associate (CDA) credentialing, and
- Participation in the T.E.A.C.H. Early Childhood Scholarship Program for degree-seeking early childhood education candidates
- 2 full-day PDD experiences per year
- Monthly staff meetings on topics local to the programs
- Health and Safety modules on EE
- The opportunity for a free CDA

Employee background check and clearance requirements

Background Checks

Champions conducts detailed and thorough background checks. Our background check process is driven by applicable state law and licensing regulations.

- Our third-party vendor, **HireRight**, conducts a nationwide search of public criminal records in addition to various registries (i.e., national sex offender registry and child abuse registries, and prohibited parties lists)
- If adverse information appears, they drill down to the county court level and retrieve any conviction records for the candidate
- If a candidate has a criminal record, we apply a multi-layered decision-making process as to whether or not we will proceed and employ the individual, considering state barriers to employment and federal guidelines
- The state background check is very thorough and usually pulls an entire criminal history and arrest record for the state via access to private and federal criminal databases

- State-level checks may also include **reference checks, fingerprinting, immunizations, drug testing, and reporting**

All in all, this two-pronged approach ensures we have a complete picture of the candidate's background before advancing forward with the hiring process.

Evidence of compliance with DHS staffing requirements, if licensed

DHS Staffing Requirements

Champions will comply with all applicable Rhode Island DHS staffing and licensing requirements throughout the duration of the contract. Programs will maintain required staff-to-student ratios and ensure staff complete all required background checks, fingerprinting, onboarding, and ongoing training requirements prior to working with students.

Champions maintains established supervision, health and safety, and emergency preparedness procedures designed to support compliant program operations and safe learning environments for students and staff.

Staff-to-student ratios by grade level

Champions maintains staffing ratios in accordance with Rhode Island DHS requirements to support appropriate supervision and safe program operations.

- School-age students (typically ages 5 and older): 1:13
- Five-year-old students: 1:12

FACILITIES & MATERIALS PLAN

Facilities & Equipment

Champions creates flexible, fully equipped learning environments that support engaging, hands-on programming within shared school spaces. **Programs can operate successfully in classrooms, cafeterias, gymnasiums, and other licensable spaces** while creating welcoming environments that support enrichment, student choice, collaboration, and learning beyond the school day.

Champions invests approximately **\$27,000 per school site** in equipment and materials, including interest area materials, technology, communication devices, and program supplies needed to support daily operations and student engagement. Champions **does not** require the district to purchase program materials or equipment for implementation.

Programs are designed to operate efficiently within shared school facilities using portable storage systems and flexible learning materials. To support daily setup and organization, Champions requests:

- one secure 10'x10' storage space at each site,
- access to tables and chairs,
- outdoor space such as playgrounds or fields,
- and, when possible, access to multiple licensed spaces to support scheduling flexibility and facility needs.

Champions also prioritizes accessibility and inclusion in the selection of materials to support participation for students with varying needs, interests, and backgrounds.

Champions teachers report having the materials and equipment they need to do their jobs effectively, contributing to our strong **4.45 out of 5 employee engagement survey rating**.

BUDGET, FEE SCHEDULES, AND FUNDING MODEL

Pricing

Thank you for following our story outlining our culture of engagement's potential value to your students and families. **This value includes more than cost savings** – it benefits you through:

- **Student experiences** that are academically impactful, evidence-based, safe, and full of the exuberance of childhood.
- **Family experiences** that are engaging, positive, and powered by trust. No provider will work harder to keep your families happy – and those good feelings will extend to your schools.
- **Administrator experiences** that are flexible, responsive, accountable, and trustworthy. In the dynamic world of students and families, challenges will pop up. What counts is that Champions will not rest until you are satisfied.

These benefits are made possible by the investment your schools and families make in our programs, and we look forward to showing you how we'll maximize your return.

We offer inclusive pricing and provide all resources, materials, and equipment needed. There are no surprise costs for the school, the district, or families. All children will have equal access without extra fees.



Monthly rates are misleading. Every month includes days when families don't need care. With weekly rates, families only pay for care they intend to use!

Champions is offering a revenue share of 10%, with a guaranteed monthly minimum of \$1,000/month. When we do better, you reap the benefits!

CHAMPIONS TUITION

Program	1-2 Days	3-5 Days
After School	\$85	\$135
Breaks/Summer Full Days	\$165	\$270

DISCOUNTED TUITION

Program (3-5 days/week)	District Employee	Additional Child(ren) in Family	Military	Free/Reduced Lunch
	50%	10%	10%	10%
After School	\$68	\$122	\$122	\$122
Breaks/Summer Full Days	\$216	\$243	\$243	\$243

FEES

Type of Fee	Amount
Registration	\$60/Child \$100/Family
Re-enrollment	\$20
Half-Day / Late Start / Early Release Day	\$15/Day
Drop-In Fee	After School: \$39/Day
Late Pick-Up Fee After 15-minute grace period	\$10 per 15-minute increments

Our goal is to remove financial obstacles that may reduce the opportunity for us to positively impact the lives of as many children as possible. **If a more favorable financial offer would help you select Champions as your provider, we would appreciate an opportunity to provide a Best and Final Offer.**

Pricing will remain firm until August 20, 2026.

Annual Operating Budget and Projected Enrollments:

		Year 1		
Net Revenue	\$	355,899	After School	78
Childcare wages	\$	180,179	Before School	-
Labor & Benefits	\$	212,611	Total B+A	78
Labor & Benefit margin %		60%		
Rent / Rev Share	\$	35,590		
Gross Margin	\$	73,876		

Financial Needs

Champions does not just passively accept childcare financial assistance. Champions is your families' passionate ally in advocating for childcare financial assistance.

Childcare financial assistance covers every aspect of our programming. Here are some of the ways that we campaign vigorously to connect families with any childcare financial assistance support that puts quality childcare within reach. We employ:

- **The industry's largest Childcare Financial Assistance team** dedicated to understanding and seamlessly processing all your families' childcare financial assistance payments
- **State-specific childcare financial assistance training resources** for our field teams so they can speak expertly to families about how they can get support
- **Family childcare financial assistance events** featuring fun activities for the kids while the grownups complete childcare financial assistance paperwork, with representatives from the childcare financial assistance agency available to answer questions if needed
- **Multilingual family childcare financial assistance events**, where we partner with culturally specific organizations and immigrant support resources, leveraging our internal multilingual resources

- **One-on-one support** for families who join outside of back-to-school, or who have barriers to attending childcare financial assistance events

We are on a mission to transform families' participation in childcare financial assistance programs. From navigating bureaucracy to stigma and immigration concerns, we want families using benefits they're entitled to.

We also welcome your ideas and expertise in your community to partner on how we can increase access for everyone.



Childcare financial assistance is the right to do for families, and for the health of our organization. On average, families receiving financial assistance are **more engaged, more satisfied, and stay longer** with KinderCare and Champions longer.

Optional Service Offerings

We can provide optional service offerings, with pricing available upon request. We would consider all pricing part of this RFP response.

Summertime Care with Champ Camp

Year-round programming supports:

- Much-needed care for families in the summer months
- Continuity of care for your students
- Continuity of staff *with* your students
- Fun content area skill-building to prevent “summer slip”
- A year-round return for your district

Winter and Spring Break Camps

We include these as an add-on to existing after-school programs.

Pre-K and Kindergarten Wrap Enrichment Program

A full-day solution for your youngest students’ families.

Middle School Program

Champions also offers middle school programming designed specifically for the developmental needs of early adolescents by balancing independence, structure, and authentic engagement. Through project-based Spark Studios, students participate in hands-on experiences focused on creativity, leadership, collaboration, entrepreneurship, technology, and student choice, while also receiving homework support and opportunities to build study skills, time management, and confidence. Programs provide a safe, engaging environment where students can connect with peers, explore personal interests, and continue developing social-emotional and leadership skills beyond the school day.



Scholarships

Champions is also a source of financial support for families. If childcare financial assistance leaves a gap – if there’s a delay, if care still isn’t affordable, or if families have a unique circumstance that limits their options – Champions will find a way forward. We will discount tuition until families can afford it, offering scholarships ranging from 25%, 50%, or 100%.

This combination of discounts and scholarships is actually more advantageous to families than a sliding scale. Families with financial needs usually **pay little to nothing out of pocket.**

Our objective is never to turn a family away due to cost.
For thousands of families, we **always** find a way.

Supporting District Employees and Their Families

District employees of Champions partners are eligible for **discounted tuition at any of our KinderCare Learning Centers.**

Our KCLCs provide care for infants, toddlers, and preschool-age children, so we can extend our discount beyond school-age childcare for your employees. This **10% tuition discount** represents **potential savings of \$200 or more per month** for families with younger children.

District Employees Save \$200+ Per Month*

Eligible District Employees Receive a 10% Tuition Benefit



Available at Partner Locations:

KinderCare
Skyrise
KC at Work

*Savings vary by program and enrollment schedule

By extending access to meaningful childcare savings, Champions helps districts strengthen employee support initiatives while providing added value to working families. **This benefit can support staff recruitment and retention efforts by**

helping educators and employees access high-quality early childhood and school-age care options at a reduced cost.

Districts with Childcare Benefits See:



- Increased Retention
- Stronger Employee Engagement
- Improved Recruitment
- Affordability for Employee Families

Through this expanded tuition discount, Champions is proud to further support the educators, staff, and families who help school communities thrive every day.

REFERENCES

Champions' references are prepared to speak to the quality of our programs, family and school satisfaction, seamless partnership integration, proactive communication and problem-solving, successful provider transitions, and the ways we support school communities while advancing district goals and creating engaging environments for students, families, and staff.

District	Contact	Email	Phone Number
Seekonk Public Schools 25 Water Lane Seekonk MA 02771	Rebecca Kidwell, Superintendent of Schools	kidwellr@seekonkschools.org	508-399-5106
Plainville Public Schools 68 Messenger Street Plainville, MA 02762	Jen Parson, Superintendent of Schools	jparson@plainville.k12.ma.us	508-699-1300
Weymouth Public Schools 89 Middle St Weymouth, MA 02189	Brian Smith, Assistant Superintendent of Finance and Operations	brian.smith@weymouthschools.org	781-335-1460 ext. 20306
Acushnet Public Schools 708 Middle Road Acushnet, MA 02743	Angela Ruggeri, Assistant Superintendent of Curriculum, Instruction, and Assessment	angelaruggeri@acushnetschools.us	508-998-0260 Ext. 3130

LEGAL CLAIMS

All proposers must submit a statement indicating the number of accidents and any and all lawsuits, insurance settlements, or out-of-court settlements during the past five (5) years. The information regarding lawsuits should include all pending and/or previously settled lawsuits that relate to contracts or projects for services comparable to those contemplated in this Request for Proposals

Champions does not have any legal actions filed against it that would materially impact its ability to provide the services described in this RFP. While routine legal matters arise in the normal course of business for an organization of our size, none have resulted in findings affecting licensure, student safety, or contract performance. There are no pending actions relevant to this procurement.

Additionally, proposers shall state whether they have defaulted on or terminated a contract (either for fault or convenience), or has had any liquidated damages or other contractual penalties assessed against it, and if so, describe the circumstances in detail.

We have not had any contracts terminated for fault, and we have no liquidated damages or other contractual penalties that have been assessed against us.

We acknowledge that in a handful of cases, we have had program implementation issues that caused us to fall short of our commitments to providing high-quality programming and building strong relationships with our school partners. After extensive remedial efforts, KCE Champions LLC has had contracts terminated for convenience in two schools, and one district, among our 1,100 programs across the nation in the past five years. If selected to move forward, we would welcome the opportunity to discuss our occasional terminated contracts, and are confident you will find our responses satisfactory.

REQUIRED ATTACHMENTS

Documents Included Above in Proposal	Champions Compliance
Organizational chart	✓
Sample daily program schedule	✓
Fee schedule(s), tuition policies, and any sliding-scale methodology, including rates and parent responsibility for subsidized care, if applicable	✓
Proposed annual operating budget	✓
Three (3) professional references from comparable programs, including contact information	✓

Document Included Below	Champions Compliance
Résumés of key administrative and on-site leadership staff	✓
Proof of current DHS licensure or written documentation demonstrating eligibility for a district-based exemption	✓
Evidence of participation in the Rhode Island Child Care Assistance Program (CCAP), if applicable	✓
Non-discrimination statement <i>This also includes workplace policy, hiring policy and EEO Statement.</i>	✓
Proof of requisite insurance	✓



Thea Pace

Experience:

Client Implementation Manager, Champions, Northeast

2022 to Present

- Develop strong relationships with district administration.
- Ensure program start-up and execution is consistent with contract requirements.
- Assist Implementation Team Project Managers with timely start-up of new programs.
- Support recruiting efforts to staff programs with high-quality teachers and Site Directors.
- Drive program quality to align with Cognia accreditation standards.
- Provide a seamless transition from start-up to Area Manager portfolio.

Area Manager/LEAD Manager, Champions, Marlboro, NJ

2004 to 2022

- Recruited, developed and coached Site Directors.
- Developed and built positive professional relationships with school administration.
- Monitored base operations and development plans to meet program needs.
- Drove continuous staff and parent engagement.
- Assisted in developing annual marketing plan and presenting to prospective clientele.
- Conducted site observations and site goals to ensure program quality was consistent throughout program year.
- Worked with Regional Director to identify operational gaps, risk and execute improvement plan.

Previous Experience:

Columbia Business School – New York, NY

1998 -2004

Account Manager Custom Programs
Associate Director

Barnard College

Associate Director
Stewardship Officer

1998-2000
1995-1998

Education:

Teacher's College, Columbia University - New York, NY
Continuing education in Higher Education Administration

Baruch College - New York, NY
Continuing education in Higher Education Administration

Syracuse University, S.I Newhouse School of Public Communications
Bachelor of Science Degree

Related Volunteer Work:

National Afterschool Association Board Member & Secretary (2017- present)
Marlboro Educational Foundation Trustee (2005- 2023)



HEATHER KLINGAMAN

Experience

Program Consultant

KinderCare | 2023 – Present

- Source new sales opportunities through inbound lead follow-up and outbound cold calls and emails.
- Manage prospective new client leads from initial lead generation to appointment stage of the sales process, building strong relationships and articulating the Champions value proposition.
- Collaborate with Business Development, Client Implementation, and Sales Enablement teams to achieve sales objectives.
- Help build and deliver measurable metrics around productivity, acquisition, and conversion; achieve monthly quotas on qualified meetings and pipeline opportunities.

Partnership Manager

Edmentum | 2017 – 2023

- Developed and grew long-term customer relationships within an assigned territory.
- Managed the sales cycle, including planning, proposals, and closing sales.
- Achieved \$2 million in renewal and new business sales.

Inside Account Executive

Renaissance Learning Inc. | 2015 – 2017

- Managed relationships with 950 schools and districts, expanding new business opportunities.
- Delivered proposals and achieved \$2.8 million in renewals and \$350k in new business sales.

Sales Executive

Humana | 2012 – 2015

- Managed relationships with over 900 insurance brokers.
- Planned and coordinated product training and territory meetings.
- Presidents Club: 2013, 2014.

Education

B.S. in Business Administration, Viterbo University | 2002

DANNY NOONAN**EXPERIENCE****Regional Director**

Champions | 2023 – Present

Develops and engages teams of Area Managers, Site Directors, and teachers to provide high-quality programs for district clients. Drives consistent focus on quality and educational excellence. Cultivates positive relationships with district clients, identifies sales opportunities, and drives business decisions to improve revenue and customer retention.

District Senior Director

Target | 2019 – 2023

Oversaw all aspects of team leadership and business growth for 9 stores in the greater Boston area and Rhode Island. Built highly engaged and diverse teams consisting of 2,000+ team members. Oversaw all aspects of strategy and execution for Human Resources and Operations. Leveraged and processed reports to provide informed, data-driven decisions to achieve success.

Property Management Director

Target | 2018 – 2019

Led a team of 70 to strategically manage properties and deliver value and reliability. Enabled field teams to lead and model quality and safe execution for maintenance and new store openings. Drove operational and financial results by understanding and analyzing expense trends to achieve business goals.

Additional employment history available upon request.

EDUCATION

Bachelor of Science in Business Administration and Management
Bryant University | Smithfield, RI | 2011



Kerri Kubacki

Experience:

Quality Business Partner, Champions, KinderCare Learning Companies 2024-Present

- Conducts regular program evaluations to ensure compliance with Champions standards and regulatory requirements.
- Analyzes program performance data to identify areas for improvement and implement actionable strategies.
- Collaborates with site teams to deliver training and coaching on best practices and quality enhancements.
- Develops and promotes a culture of accountability and continuous improvement across multiple program locations.
- Acts as a resource for site staff, providing guidance on program policies, procedures, and operational challenges.

Area Manager, Champions, Massachusetts 2017-Present

- Recruit, develop, motivate, and engage a highly talented team of teaching staff.
- Drive consistent focus on quality and educational excellence throughout the market.
- Manage a portfolio of business and drive business decisions to maximize customer retention.
- Cultivate positive relationships with families, teachers, school and district leaders, state licensing authorities, and community.
 - 2019 Top Performer of the Year recipient

Site Director, Champions, Martin Elementary School, Seekonk MA 2003-2017

- Lead and supervised a team of teachers to create unique and engaging classroom experiences.
- Ensured site was operating effectively; maintained licensing, safety, and educational standards.
- Partnered with parents to provide the best care and education for their children.
- Developed positive relationships with families, school, and district leaders.
 - 2017 Excellence in Education award recipient
 - 2018 Legacy Award recipient

Previous Experience:

Student Teacher, Deering Middle School, West Warwick, RI 2003

Education:

Bachelor of Science in Education, University of Rhode Island, Kingston RI 2003

Community Involvement:

Event Leadership Team Member for Relay for Life of Greater Providence benefiting the American Cancer Society from 2016-2018



ASHLEY ITANI, M.S., BCBA

Individualized Education Services Advisor

KinderCare | 2023 – Present

- Provide consultative support to educators and families, ensuring inclusive learning opportunities for children of all abilities.
- Develop and implement inclusive strategies for classrooms, fostering an environment that accommodates diverse learning needs.
- Collaborate with education teams to adapt curriculum and teaching methods to support children with varying abilities.
- Conduct training and workshops for staff to enhance understanding and implementation of inclusive practices.
- Serve as a liaison between families and educators to promote effective communication and advocacy for student needs.

District Wide Behavior Analyst (Secondary Level)

Bellingham Public Schools | Bellingham, MA | 2020 – 2023

- Designed and implemented discrete trial programs for skill acquisition in students with autism and related disabilities.
- Created individualized behavior support plans for students in specialized programs and general education settings.
- Conducted academic assessments, including AFLS and ABLLS.
- Provided training for parents and staff on Applied Behavior Analysis principles.
- Led district-wide professional development sessions.
- Consulted with special education and general education staff to review student progress, behavior plans, and social skills.
- Conducted Functional Behavior Assessments and monitored treatment fidelity.

District Wide Behavior Analyst (Elementary Level)

Winchester Public Schools | Winchester, MA | 2016 – 2019

- Designed discrete trial programs and individualized behavior support plans.
- Conducted ABLLS and VBMAPP assessments for students.
- Trained parents and staff in Applied Behavior Analysis principles.

ABA Behavioral Therapist

Newton Public Schools | Newton, MA | 2011 – 2016

ABA Behavioral Therapist

Newtown Public Schools | Newtown, CT | 2007 – 2010

Assistant Teacher (After School Program)

Education Connection | Newtown, CT | 2001 – 2010

Education

Master of Science – Behavior Analysis

Simmons College | Boston, MA | September 2012 – October 2014

Bachelor of Arts – English

Western Connecticut State University | Danbury, CT | September 2002 – May 2007



DHS Licensure

Champions follows state licensing requirements and timelines. Upon contract award, submitting licensing documentation is our priority. We are always subject to the timelines set by licensing, but have the industry's strongest resources and systems to achieve swift licensing.

Licensing is site-specific and fully managed by Champions. Each individual program site must be licensed independently; there is no blanket license for the provider or the district. We are happy to work with the district to become a DHS licensed provider as soon as possible upon contract award.



Participation in the Rhode Island Child Care Assistance Program

We are deeply committed to removing barriers to child care access. Champions works with districts to support enrollment for subsidy-eligible families, including those enrolled in the Rhode Island Child Care Assistance Program (CCAP). We ensure that our messaging reflects the needs of working families by promoting flexible schedules, part-time options, and consistent communication.

We participate in state, military, and private subsidy programs in over 30 states, and our centers have access to dedicated subsidy support staff to help with the enrollment process as required. We are familiar with the enrollment tracking and reporting requirements for the Rhode Island CCAP and are happy to work with the district to enroll in the program once the center is active.

Family co-pay/parent responsibility is determined case by case by CCAP.



Staff and Services Non-Discrimination Statement

An open and equitable personnel system will be established and maintained. Personnel policies, procedures, and practices will be designed to prohibit discrimination on the basis of race, color, religious creed, disability, ancestry, national origin, age, or sex. Employment opportunities shall be provided for applicants with disabilities and reasonable accommodation(s) shall be made to meet the physical or mental limitations of qualified applicants or employees.

Additionally, admissions, the provisions of services, and referrals of clients shall be made without regard to race, color, religious creed, disability, ancestry, national origin (including Limited English Proficiency), age, or sex. Program services shall be made accessible to eligible persons with disabilities through the most practical and economically feasible methods available. These methods include, but are not limited to, equipment redesign, the provision of aides and the use of alternative service delivery locations. Structural modifications shall be considered only as a last resort among available methods.

Any individual/client/patient/student (and/or their guardian) who believes they have been discriminated against, may file a complaint of discrimination with:

KCE Champions LLC

5005 Meadows Road,
Suite 200
Lake Oswego, OR 97035

Office for Civil Rights

U.S. Department of Health and Human Services
Centralized Case Management Operations
200 Independence Avenue, S.W.
Room 509F HHH Bldg., Washington, D.C. 20201
Customer Response Center: (800) 368-1019
TDD: (800) 537-7697 <https://www.hhs.gov/ocr/complaints>
Email: ocrcomplaint@hhs.gov

U.S. Equal Employment Opportunity Commission

801 Market Street, Suite 1000
Philadelphia, PA 19107-3126
Inquiries: (800) 669-4000
TTY users only: (800) 669-6820
<https://www.eeoc.gov/federal-sector/overview>
federal-sector-eeo-complaint-process
Email: PDOContact@eeoc.gov

POLICY:

Hiring – HR-475

What We Believe

We are committed to hiring practices that reflect the integrity of our business. We recruit, hire, and promote employees based on their qualifications and experience, and in accordance with Equal Employment Opportunity laws and regulations. We also strive to set the bar in the industry through efforts to recruit and retain a high-caliber, diverse, and inclusive workforce.

What We Expect

Employees who are involved in the hiring process are expected to:

- Follow all applicable laws, rules, and regulations as they relate to hiring and employment.
- Act with integrity and represent KinderCare Education professionally.
- Proactively seek clarification from Human Resources and/or their management team when questions arise or if support is needed.
- Ensure a thoughtful candidate experience throughout the hiring process.

How We Do It

QUICK FACTS

At-Will Employment

All employment at KCE is on an at-will basis. At-will employment means that either KCE or the employee may terminate the employment relationship at any time, with or without cause, and with or without notice.

Arbitration Agreements

All new hires are required to sign the Mutual Arbitration Agreement Regarding Wages and Hours. This process is handled by the NSC through Taleo.

Questions?

If you have questions about hiring, background checks, or any hiring-related need, please contact Talent Acquisition at recruiting@kc-education.com.

RELATED POLICIES AND PROCEDURES

HR-375
Equal Employment Opportunity

HR-025
Accommodation of Disabilities – Employees/Applicants

HR-350
Employment References and Verifications

KCE Employee Handbook

- Human Resources will partner in securing the tools, resources, and guidance to hire the best-qualified candidates through cost-efficient methods.
- External candidates who have been selected to join KinderCare Education and have accepted a conditional offer of employment will need to clear national and state-specific (as applicable) background checks.
- **National background checks** conducted by the National Support Center (NSC) include: a national wide-screen criminal database search covering the last 7 years and a national search of the reported sex offender registry. Depending on the role, other background check requirements may apply, such as employment verification and education verification. National background checks need to be completed before the first day of employment.
- **State background checks** are conducted by the hiring center or site and vary on a state-by-state basis. State background checks must be initiated or completed before the first day of employment based on state licensing requirements.
- **Reference checks** must also be conducted; state licensing requirements will dictate the number to complete for field positions (typically 2–3).
- **Health screenings and immunizations** should also be completed in accordance with your state's requirements.

Form I-9

Form I-9s must be completed for all employees accurately and in a timely manner. We follow our obligations under the Illegal Immigration and Immigrant Responsibility Act of 1996 (IRAIRA) and will not employ any person not authorized to work in the US.

New employees must fill out Section 1 no later than their first day on the job, and managers must complete Section 2 within three business days of the employee's first day. KCE requires all employees to cooperate with the I-9 process, and failure to do so can lead to withdrawal of an offer of employment or termination. We participate in the E-Verify program at all locations and are committed to following all of the procedures and meeting all of the obligations of the E-Verify program.

PROCEDURE:

Hiring – HR-475

Remember:

Hiring Managers (typically Center Directors) are required to complete all state-specific background checks and/or licensing requirements. These will vary by state, but may include fingerprinting, licensing reporting, etc. The national checks conducted by the NSC do not satisfy the requirement that hiring managers conduct state-specific checks, in part because the national check may access different databases than the state check. Some state checks may need to be renewed on a recurring basis.

In the event of a “hit” or a finding on your state checks, please consult with HR for next steps at recruiting@kc-education.com.

Respectful Workplace Policy

What We Believe

A respectful workplace is a place where people build positive relationships and work together for the best outcomes of the business while feeling safe from harassment. It is a place where people assume positive intent in others but feel empowered to talk with a manager or Human Resources if something is wrong, without fear of retaliation.

Feeling safe allows everyone to do their best work and create the best environment for the children and families we serve. At KinderCare (KCE), we are all responsible for contributing to this type of environment.

After Reading This Policy, You Should Understand:

- The importance of setting an example and expectation that everyone should be treated with respect.
- KCE does not tolerate disrespectful behavior by, or directed at anyone in any of our locations including employees, families, and anyone we do business with.
- How to recognize when inappropriate behavior has crossed the line and become harassment.
- That employees should feel empowered to speak up and report issues.
- That it is your duty to report harassment and to take immediate steps to keep people safe from harassment.
- That the Risk Management Team is available to partner with you should there be a need for extra security measures.

How We Do It

Treat Each Other with Respect

We believe in creating a respectful workplace for our teams – where opinions are valued and concerns can be raised and discussed openly. When we all treat each other respectfully, we build a workplace that allows individuals to do their best work every day.

- **Do the right thing for the people you work with.** This means treat other people the way you want them to treat you. It's a simple rule and the baseline expectation for everyone at KCE including employees, families, vendors/contractors and anyone else we do business with.
- **Focus on building a team.** Building relationships with the people you work with allows you to have deeper understanding of each other and makes you a better team. Seek to build strong relationships with your staff and find ways to encourage them to do the same with each other.
- **Communicate.** Engage in continuous conversation. Celebrate what's going right and talk to each other when things are going wrong. Keep your cool and communicate respectfully even when you're frustrated. As a manager, you're also expected to make yourself available for people to talk to when something at work is bothering them.
- **Respect peoples' privacy.** This includes their personal space, their personal belongings, and personal information.
- **Embrace diversity.** We all have different ways of thinking and seeing the world. We all have different physical and mental abilities. Having so many different ways to solve problems and get the job done makes your team stronger.

Do Not Tolerate Disrespectful Behavior

Examples of disrespectful behavior include:

- Using offensive language, including excessive swearing, telling off-color or sexual jokes, or using racial slurs.
- Ridiculing, mocking, insulting, or name-calling, or teasing about private matters or physical attributes.
- Threatening behaviors or verbal threats.
- Physically intimidating or assaulting others.
- Unwelcome sexual advances or actions.
- Having sexual discussions or comments or circulating any sexual or pornographic content.
- Saying or implying that performing sexual acts, or refusing to do so, will impact a person's work, for instance, pay, promotion, schedule, or available resources.

Respond To Disrespectful Behavior Right Away

Disrespectful behavior can make people feel unsafe and unwelcomed and can quickly escalate if not addressed right away. If you are dealing with employees or others who are not showing respect for each other, take immediate action. Talk to everyone involved and try to find a solution that makes everyone feel heard and understood. Addressing tensions early can help people learn to work better together and help prevent the situation from becoming worse. Use your manager and your Human Resources team as resources to support you through these conversations.

How We Do It (continued)

Recognize Harassment

Some situations or concerns that an employee raises may be more serious in nature and rise to the level of harassment. Harassment requires a different response than a conversation, so you have to recognize it first to respond appropriately.

Harassment is any type of unwelcomed behavior that is hostile, intimidating, or abusive and directed at the person based on race, color, creed, religion, sex, sexual orientation, national origin, physical or mental disability, perceived disability or record of disability, veteran status, marital status, age, gender identity or any other characteristic protected by law.

- In cases where an employee raises concerns that are related to any of those above qualities, consider the incident harassment.
- Disrespectful behavior that is pervasive or ongoing, or hasn't stopped after you've addressed it, may be considered harassment.
- Contact Human Resources if you are unsure whether disrespectful behavior constitutes harassment.

We will not tolerate harassment of any kind by or directed toward employees, applicants, families, and anyone who does business with us.

Empower Employees to Report Harassment

In a respectful workplace, employees are expected and enabled to report harassment if they witness or experience it. Make sure employees know:

- The various ways they can choose to report concerns to the company, including speaking to you, another manager or a member of Human Resources.
- That you take their concerns seriously and will address and investigate them right away.
- That the employee will never face retaliation for reporting a concern.
- That all reports will be treated as confidentially as possible.

Quick Facts

CONTACT INFORMATION

Employee Support Line
1-888-525-2472

Incident Reporting
1-800-352-4466,
Option 1

Ethics
1-844-889-4478 OR
kindercare.ethicspoint.com
(select "make a report")

How We Do It (continued)

Respond to Harassment Immediately

As soon as you become aware of an incident of harassment or an employee tells you they are experiencing or has witnessed harassment, take immediate action to keep people safe, then initiate an investigation.

Your duty to respond quickly includes incidents initiated or experienced by those outside of the Company. For instance, it is equally as important to take action if a delivery person sexually harasses a teacher as it is if a teacher threatens a delivery person. Neither behavior should be tolerated.

Take Immediate Steps to Keep People Safe

Do what it takes to make sure children and employees are safe and feel that way. Depending on the situation, this action could range from simply separating two employees to calling the police.

Report the Incident to Initiate an Investigation

If the incident could impact the health and safety of anyone in our centers or sites or if the incident of harassment involves a customer or member of the community outside of the center, report it to the Incident Reporting Hotline. For all other incidents, contact Human Resources by calling the Employee Support Line. They will direct you to an Human Resources Advisor who will provide general support to you for investigations of harassment and recommend next steps, possibly including Administrative Leave pending investigation.

Investigations will be kept as confidential as possible. A full but discreet investigation is necessary, even if the person initially making the complaint does not want to pursue the matter.

Take Additional Security Measures if Necessary

If needed, take additional security measures at your site while the incident is investigated. For instance, you may need to:

- Change the alarm code.
- Review and update building security measures.
- Request additional police patrols.
- Institute a buddy system for employees.
- Exclude an involved non-employee from entering any KCE location.

Requests for safety modifications should be made through the Risk Management team.



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
04/28/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Insurance Services West, Inc. Portland Oregon Office 851 SW 6th Avenue Suite 550 Portland OR 97204-1309 USA	CONTACT NAME:	
	PHONE (A/C. No. Ext): (503) 224-9700	FAX (A/C. No.): (503) 295-0923
INSURED KUEHG Corp.; KinderCare Education LLC; KC REE Holdings, Inc.; and Their Wholly Owned Subsidiaries 5005 Meadows Road, Suite 200 Lake Oswego OR 97035 USA	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	NAIC #	
	INSURER A: Arch Indemnity Insurance Company	30830
	INSURER B: Arch Insurance Company	11150
	INSURER C:	
INSURER D:		
INSURER E:		
INSURER F:		

COVERAGES **CERTIFICATE NUMBER:** 570119675634 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR ☒ Abuse/Molestation-Claims Made GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☒ LOC OTHER:	Y		71GPP0512317	12/01/2025	12/01/2026	EACH OCCURRENCE	\$10,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$10,000,000
							MED EXP (Any one person)	Excluded
							PERSONAL & ADV INJURY	\$10,000,000
							GENERAL AGGREGATE	\$10,000,000
							PRODUCTS - COMP/OP AGG	\$10,000,000
B	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY	Y		71CAB1045717 AOS	12/01/2025	12/01/2026	COMBINED SINGLE LIMIT (Ea accident)	\$5,000,000
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
	☐ UMBRELLA LIAB ☐ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION						EACH OCCURRENCE	
							AGGREGATE	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	74WCI1000617 AOS 71WCX4953817 EXCESS WC-OH SIR applies per policy terms & conditions	12/01/2025	12/01/2026	☒ PER STATUTE ☐ OTH-ER	
B					12/01/2025	12/01/2026	E.L. EACH ACCIDENT	\$1,000,000
							E.L. DISEASE-EA EMPLOYEE	\$1,000,000
							E.L. DISEASE-POLICY LIMIT	\$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

See attached for Legal Entities. Workers' Compensation for all states except Monopolistic states. Coverage for abuse, neglect and molestation is included within the Commercial General Liability Insurance policy evidenced herein. Barrington Public Schools is included as Additional Insured in accordance with the policy provisions of the Automobile Liability and General Liability policies. Automobile Liability and General Liability policies evidenced herein is Primary to other insurance available to an Additional Insured, but only in accordance with the policy's provisions. Automobile Liability and General Liability policies evidenced herein is Non-Contributory to other insurance available to an Additional Insured, but only in accordance with the policy's provisions.

CERTIFICATE HOLDER

Barrington Public School District 283 County Road Barrington RI 02806 USA	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Aon Risk Insurance Services West, Inc.</i>

Holder Identifier :

570119675634

Certificate No :





ADDITIONAL REMARKS SCHEDULE

Page _ of _

AGENCY Aon Risk Insurance Services West, Inc.		NAMED INSURED KUEHG Corp.;	
POLICY NUMBER See Certificate Number: 570119675634			
CARRIER See Certificate Number: 570119675634	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

Legal Entites

KUEHG Corp.
 KinderCare Education Holdings LLC
 Knowledge Schools LLC
 KinderCare Education LLC
 KU Education LLC
 KinderCare Learning Centers LLC
 KinderCare Education at Work LLC
 KCE Champions LLC
 KC REE Holdings, Inc.
 REE Investment, LLC
 REE Holdco, Inc.
 REE Midwest, Inc.
 REE Southeast, Inc.
 CDLC Early Learning, LLC
 D/B/A:
 KinderCare Learning Center
 KinderCare Education at Work
 Knowledge Beginnings
 The Grove School
 Cambridge School
 Champions
 Creme de la Creme
 Skyrise School

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED - BLANKET

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

Under **Covered Autos Liability Coverage**, the **Who is An Insured** provision is amended to include as an "insured" the person or organization who is required under a written contract to be included as an "insured" under this policy, but only with respect to their legal liability for your acts or omissions or the act or omissions of a person for whom **Covered Autos Liability Coverage** is afforded under this policy.

All other terms and conditions of this policy remain unchanged.

Endorsement Number:

Policy Number: 71CAB1045717

Named Insured: KUEHG CORP

This endorsement is effective on the inception date of this Policy unless otherwise stated herein:

Endorsement Effective Date: 12/1/2025

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**NOTICE OF CANCELLATION – CERTIFICATE HOLDERS
(SPECIFIED DAYS)**

The person(s) or organization(s) listed or described in the Schedule below have requested that they receive written notice of cancellation when this policy is cancelled by us. We will mail or deliver to the

Person(s) or Organization(s) listed or described in the Schedule a copy of the written notice of cancellation that we sent to you. If possible, such copies of the notice will be mailed at least **30** days, except for cancellation for non-payment of premium which will be mailed 10 days, prior to the effective date of the cancellation, to the address or addresses of certificate holders as provided by your broker or agent.

Schedule

Person(s) or Organization(s) including mailing address:

All certificate holders where written notice of the cancellation of this policy is required by written contract, permit or agreement with the Named Insured and whose names and addresses will be provided by the broker or agent listed in the Declarations Page of this policy for the purposes of complying with such request.

This notification of cancellation of the policy is intended as a courtesy only. Our failure to provide such notification to the person(s) or organization(s) shown in the Schedule will not extend any policy cancellation date nor impact or negate any cancellation of the policy. This endorsement does not entitle the person(s) or organization(s) listed or described in the Schedule above to any benefit, rights or protection under this policy.

Any provision of this endorsement that is in conflict with a statute or rule is hereby amended to conform to that statute or rule.

All other terms and conditions of this policy remain unchanged.
Endorsement Number

Policy Number: 71CAB1045717

Named Insured: KUEHG CORP

This endorsement is effective on the inception date of this Policy unless otherwise stated herein:

Endorsement Effective Date: 12-01-25

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**EARLIER NOTICE OF CANCELLATION
PROVIDED BY US**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
LIQUOR LIABILITY COVERAGE PART
POLLUTION LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Number of Days' Notice 90

(If no entry appears above, information required to complete this Schedule will be shown in the Declarations as applicable to this endorsement.)

For any statutorily permitted reason other than nonpayment of premium, the number of days required for notice of cancellation, as provided in paragraph 2. of either the CANCELLATION Common Policy Condition or as amended by an applicable state cancellation endorsement, is increased to the number of days shown in the Schedule above.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):

ALL PARTIES WHERE REQUIRED BY A WRITTEN CONTRACT PROVIDED SUCH
CONTRACT WAS EXECUTED PRIOR TO LOSS

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

1. In the performance of your ongoing operations; or
2. In connection with your premises owned by or rented to you.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to Section III – Limits Of Insurance:

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

PRIMARY AND NONCONTRIBUTORY – OTHER INSURANCE CONDITION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
LIQUOR LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

The following is added to the **Other Insurance** Condition and supersedes any provision to the contrary:

Primary And Noncontributory Insurance

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured under your policy provided that:

- (1) The additional insured is a Named Insured under such other insurance; and

- (2) You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to the additional insured.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**PRIMARY AND NON-CONTRIBUTING INSURANCE ENDORSEMENT -
DESIGNATED CONTRACT(S)**

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM
GARAGE COVERAGE FORM

SCHEDULE

Designated

Contract(s): ALL PARTIES WHERE REQUIRED IN A WRITTEN CONTRACT

With respect to the contract(s) designated in the Schedule above, it is agreed that the following subparagraph **e.** is added to **SECTION IV - BUSINESS AUTO CONDITIONS**, Paragraph **B. 5.** and **SECTION V – GARAGE CONDITIONS**, Paragraph **B. 5.**

5. Other Insurance

- e.** With respect to **SECTION II - LIABILITY COVERAGE**, where you are specifically required by a written contract designated in the Schedule above to provide insurance that is primary and non-contributory, and the written contract designated in the Schedule above so requiring is executed by you before any "accident", this insurance will be primary and the other insurance will not contribute with this insurance, but only to the extent required by that written contract.

All other terms and conditions of this Policy remain unchanged.

Endorsement Number:

This endorsement is effective on the inception date of this policy unless otherwise stated herein.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Policy Number: 71CAB1045717

Named Insured: KUEHG CORP

Endorsement Effective Date: 12/01/2025

Thank You!

We appreciate that operating an RFP process and reading all the proposals submitted is a time-consuming job. Thank you for your time and attention to our proposal.

We would love to invite you in so you can see what makes Champions so special. Please feel free to request a tour of one of our programs by reaching out to our representative using the contact information on the cover page of our proposal.

We are grateful for your consideration, and we hope we will hear from you soon!



CHAMPIONS®