

**23-73841 BUSINESS PROPOSAL  
ATTACHMENT E**

**Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.**

***Business Proposal***

**2.3.1 General (optional)** - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

Playground is an app and a website for managing child care. The Playground team has decades of early childhood education and management experience. Furthermore, Playground has an existing contract with the State of Iowa to build out a similar integration with state systems and roll-out of CCMS software for providers. Playground has been ahead of schedule and has been meeting or exceeding expectations on every aspect.

**2.3.2 Respondent's Company Structure** - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

Carline Inc, DBA Playground is a Delaware C-Corp. The certificate of good standing is attached. Playground is solely engaged in building and distributing preschool management software.

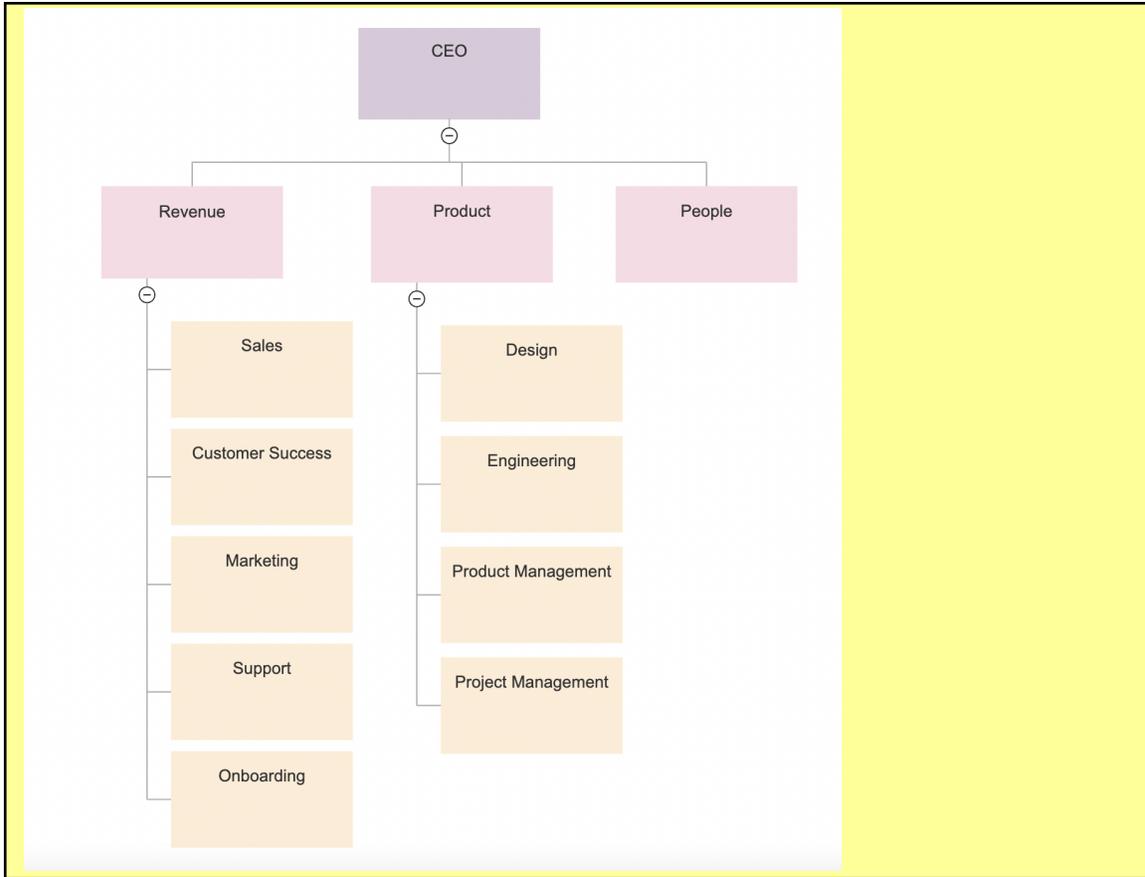
The organization chart is included in the text box as an image with a high level overview of how our company is organized.

Our main 3 organizations are Revenue, Product, and People.

Our revenue team is broken down into 5 subgroups of Sales, Marketing, Customer Success, Support, and Onboarding. A normal customer journey is that marketing creates awareness of our product to potential customers through several channels such as conferences, ads, sponsorships, content, and more. When someone wants additional information or a demo of the product, the customer interacts with the sales team. Once a customer decides to move forward with our product, they are introduced to their onboarding specialist and customer success manager. The onboarding specialist helps import their data, get everything set up for the first

couple weeks of use, shows the customer where to find resources such as help center, live chat, and how to get in contact with the customer success manager. Once the onboarding is complete, the customer success manager stays with the customer through the rest of the time the customer is using Playground, periodically checking in to see if there is anything the customer needs, to alert them of new features and functionality, and to assist them as needed to make proper use of the product. The customer success manager also relays any feedback or concerns to the product team to ensure that the product is working well for the customer and so that changes and fixes can be made proactively. We also have a support team on standby for reactive support requests in the case the customer success manager is not available. This includes 24/7 live chat support, email support, and phone support.

Our product division is broken into 4 main groups – Design, Engineering, Product Management, and Project Management. Our design team is responsible for building out designs for future products, improvements to existing products, and creating marketing materials. Our engineering team works on the website, the mobile app, the backend services, security, cloud technology, reporting, and more. The product management team is the glue that holds together our revenue teams and our product teams. The product management team is responsible for meeting with customers, getting functional and operational requirements from customers, acting as a liaison between the product team and the revenue teams and the customers, and ensuring quality of output from the product teams. The project management team is responsible for meeting with each of the revenue teams to ensure they have proper information and updates on timelines about different features and functionality that Playground is developing so they can plan marketing and sales efforts, and relay proper timelines to customers. They are also responsible for ensuring the product teams stay on track for the different timelines they are being held accountable to.



**2.3.3 Respondent’s Diversity, Equity and Inclusion Information** - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents’ Executive Staff and Board Members, if applicable.

Playground recognizes that diversity, equity, and inclusion are crucial components of any successful and sustainable operation. We are committed to fostering an environment that is inclusive of all individuals, regardless of their race, gender, sexual orientation, age, religion, or any other characteristic.

To ensure that we are effectively measuring and prioritizing diversity, equity, and inclusion within Playground, we have implemented a number of strategies. These include regular diversity and inclusion training for our staff, employee resource groups that support underrepresented populations, and a commitment to ongoing assessment and improvement of our policies and practices. In addition, we have developed a set of diversity, equity, and inclusion metrics that are regularly tracked and reported to our leadership team.

As for the demographic composition of our executive staff, we are proud to say that

we have achieved a high level of diversity and representation. Our executive staff are composed of individuals from a variety of backgrounds.

We do not currently have a board. We are committed to ensuring that all voices are heard and valued.

**2.3.4 Company Financial Information** - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

As soon as Playground was made aware of this RFP, we requested a DUNS number and a Dunn & Bradstreet Business Report. We are currently waiting for both of these to be returned to us. Unfortunately, it was not able to be collected in time to submit this RFP, but we would be happy to share this document with the State as soon as it is made available to us. We have not had a 3rd party audit our finances for the past two fiscal years, but would gladly do this at no cost to the State if required.

Attached are the balance sheet and income statement.

**2.3.5 Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

I, Daniel Andrews, CEO of Carline Inc DBA Playground, take personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal.

**2.3.6 Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.6.

We do not request any changes to the original contract forms. We accept all contracts in their original form.

**2.3.7 References** - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov). **Attachment H** should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

<b>Customer 1</b>	
Legal Name of Company or Governmental Entity	Iowa Department of Health and Human Services
Company Mailing Address	State Capitol, Room 13
Company City, State, Zip	Des Moines, IA 50319
Company Website Address	iowa.gov
Contact Person	Amanda Winslow
Contact Title	Early Childhood Iowa Systems Facilitator
Company Telephone Number	515-242-5895
Company Fax Number	
Contact E-mail	amanda.winslow@iowa.gov
Industry of Company	Government
<b>Customer 2</b>	
Legal Name of Company or Governmental Entity	Southern Oregon Child and Family Council Inc.
Company Mailing Address	1001 Beall Lane PO Box 3697 Central Point, OR 97502
Company City, State, Zip	Central Point, OR, 97502
Company Website Address	<a href="https://www.socfc.org">https://www.socfc.org</a>
Contact Person	Kaycee Cottone
Contact Title	Information Systems and ERSEA Director
Company Telephone Number	541-734-5150
Company Fax Number	

Contact E-mail	kaycee.cottone@socfc.org
Industry of Company	Child care
<b>Customer 3</b>	
Legal Name of Company or Governmental Entity	Temple Sinai of North Dade, Inc.
Company Mailing Address	18801 NE 22nd Ave, Miami FL 33180
Company City, State, Zip	Miami, FL 33180
Company Website Address	https://www.tsnd.org
Contact Person	Rabbi David Paskin
Contact Title	Director of Youth and Family Engagement
Company Telephone Number	305-932-9012
Company Fax Number	rabbi.david@tsnd.org
Contact E-mail	
Industry of Company	Religious Institution

**2.3.8 Registration to do Business** – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

Playground is registered with the Secretary of State in Indiana. Attached is our Foreign Registration Statement.

**2.3.9 Authorizing Document** - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

Daniel Andrews is signing the Executive Summary, and is legally authorized by the organization to commit the organization contractually. Attached is the Action by Sole Incorporator and the Action in Lieu.

**2.3.10 Subcontractors** - The Respondent is responsible for the performance of any obligations that may result from this RFP and shall not be relieved by the non-performance of any subcontractor. Any Respondent’s proposal must identify all subcontractors and describe the contractual relationship between the Respondent and each subcontractor. Per instructions in **Attachment A**, either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal.

Any subcontracts entered by the Respondent must be in compliance with all State statutes and will be subject to the provisions thereof. For each portion of the proposed products and services to be provided by a subcontractor, the technical proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience.

The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State's evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list any subcontractor's name, address, and the state in which formed that are proposed to be used in providing the required products and/or services. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, subcontractor's form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal. The Respondent must indicate which, if any, subcontractors qualify as a Minority Business Enterprise, Women's Business Enterprise, or Veteran Owned Business under IC 4-13-16.5-1 and IC 5-22-14-3.5. See Sections 1.21, 1.22 and **Attachments A/A1** for Minority, Women, and Veteran Business information.

IVOSB entities (whether a prime or subcontractor) must have a Bidder ID. If registered with IDOA, this should have already been provided (as with MWBEs). IVOSBs that are only registered with the Federal Center for Veterans Business Enterprise will need to ensure that they also have a Bidder ID provided by IDOA (please see section 2.3.8 for details).

The three contractors Playground has enlisted to work on this contract have been listed on the required forms in Attachment A and Attachment A1

### **2.3.11 Reserved**

**2.3.12 General Information** - Each Respondent must enter your company's general information including contact information.

<b>Business Information</b>	
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Legal Name of Company	Carline Inc
Contact Name	Daniel Andrews
Contact Title	CEO
Contact E-mail Address	daniel@tryplayground.com
Company Mailing Address	424 Broadway #602
Company City, State, Zip	New York, New York 10013
Company Telephone Number	310-424-8136
Company Fax Number	N/A
Company Website Address	<a href="https://www.tryplayground.com/">https://www.tryplayground.com/</a>
Federal Tax Identification Number (FTIN)	85-2981679
Number of Employees (company)	15
Years of Experience	3
Number of U.S. Offices	1
Year Indiana Office Established (if applicable)	N/A
Parent Company (if applicable)	N/A
Revenues (\$MM, previous year)	\$0M
Revenues (\$MM, 2 years prior)	\$0M
% Of Revenue from Indiana customers	<3%

- a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

Yes, included as an attachment labeled Disaster Recovery Plan

- b. What is your company's technology and process for securing any State information that is maintained within your company?

Playground uses Google Cloud Platform for all data storage and server hosting. All data is encrypted at rest and is encrypted during communication between the client and server using standard web encryption technologies such as HTTPS / TLS. All files are stored using off the shelf AES 256 encryption.

In terms of any State information contained in documents or files, Playground uses single sign on with role based access to all internal documents stored in the cloud. Every employee and contractor signs an employment contract that includes an NDA and to not distribute or share any company or customer information in any capacity.

- 2.3.13 Experience Serving State Governments** - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

Playground has been used and is continued to be used by several governments in the USA.

The most related project is our work with the State of Iowa. Playground was brought on as a CCMS to be provided to all early childhood education providers in Iowa for services such as enrollment, attendance tracking, billing & subsidy management, family engagement, reporting, paperwork, assessment tracking, meal and other activity tracking, expense and spend management, and more. In addition, we built an integration with the state subsidy system, kindersystems, are beginning work on an operational data store with the state, and have been gathering requirements to build out CACFP reporting that meets the requirements of the food sponsors in Iowa. Playground was ahead of schedule on all API integrations with the state and has been working directly with the providers in the state to upgrade the Playground CCMS software to better suit the providers changing needs, at no cost to The State. Playground has also developed reports across several providers for financial management consulting and across the entire state for state level aggregate reporting.

Several school districts in the United States also use Playground's software.

**2.3.14 Experience Serving Similar Clients** - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

As explained in 2.3.13 Playground is working with the State of Iowa. Playground has rolled out to hundreds of providers across the state and is continuing to expand to more providers each day. As part of the work with the state, Playground has worked with the DHS to build out marketing materials, come up with a go to market strategy, and has been working to document the needs of the providers. Playground has also built out an integration with the state child care subsidy system to dramatically reduce the amount of time it takes for providers to report their attendance data to the state and to improve communication in terms of payment dates and validating uploaded data. Playground has also taken into consideration the needs of the providers in the state and has developed several new features and functionality to better serve the providers in Iowa. Playground also understands the large role that CACFP plays in working with providers in Iowa and our team has forged relationships with many of the food program sponsors in the state in an attempt to make it easier for providers to onboard and use the CCIMS to its full potential. We are now also working with the state to develop an operational data store to ensure that there is a single unified system to record and track all the data that the state manages on behalf of their early childhood education department.

**2.3.15 Indiana Preferences** - Pursuant to IC 5-22-15-7, Respondent may claim only one (1) preference. For the purposes of this RFP, this limitation to claiming one (1) preference applies to Respondent's ability to claim eligibility for Buy Indiana

points. **Respondent must clearly indicate which preference(s) they intend to claim. Additionally, the Respondent's Buy Indiana status must be finalized when the RFP response is submitted to the State.**

Approval will be system generated and sent to the point of contact email address provided within the Bidder Registration profile. This is to be attached as a screenshot (copied/pasted) for response evaluation.

Buy Indiana

Refer to Section 2.6.2 for additional information.

Playground will not qualify for any Buy Indiana preference.

**2.3.16 Payment** – Removed at request of agency.

**2.3.17 Extending Pricing to Other Governmental Bodies** – Remove at request of agency.

**2.3.18 Additional Terms and Conditions**

- a. Additional Terms and Conditions related to Cloud-based systems the State expects to execute with the successful Respondent(s) are provided in Attachment B1, B2, and B3. Depending on your proposed System, you could be required to agree to one or more of the following sets of Additional Terms and Conditions:
  - i. Attachment B1 – IOT Additional Terms and Conditions - Infrastructure as a Service Engagements (IaaS)
  - ii. Attachment B2 – IOT Additional Terms and Conditions - Platform as a Service Engagements (PaaS)
  - iii. Attachment B3 – IOT Additional Terms and Conditions - Software as a Service Engagements (SaaS)

Please indicate in your response below which of these sets of Additional Terms and Conditions you believe applies to your proposed System. Review these Additional Terms and Conditions and indicate acceptance and / or any redlined edits, via Track Changes. It is the State's strong desire to not deviate from the Additional Terms and Conditions that are provided in these attachments and as such the State reserves the right to reject all requested changes. Any or all portions of this RFP and any or all portions of your response may be incorporated as part of the final contract.

- b. In addition to your response below, Respondents are also required to review and respond to the questions included in Attachment N, Cloud Questionnaire if a Cloud-based system is proposed.

- a. Carline Inc, DBA Playground believes all three attachments, B1, B2, and B3, apply to our proposed system. We accept the attachments as they are.

Attached is our cloud based questionnaire responses