OECOSL RFP 23-73841 – Child Care Information Management Software Initiative
Attachment B – Technical Proposal

Respondent: Carline Inc, DBA Playground

Instructions:

Request for Proposal (RFP) 23-73841 is a solicitation by the State of Indiana in which organizations are invited to compete for a place on the State's Preferred Vendor List for Child Care Information Management System (CCIMS) services in a formal evaluation process. Please be aware that the evaluation of your organization's proposal will be completed by a team of State of Indiana employees and your organization's score will be reflective of that evaluation. The evaluation of a proposal is based upon the information provided by the Respondent in its proposal submission. Therefore, a competitive proposal will thoroughly answer the questions listed. The Respondent is expected to provide the complete details of its proposed operations and processes for the scope of work detailed in the RFP document and supplemental attachments. To help facilitate the decision-making process, the requested information should include both product functionality and the system's current or future ability to exchange specific data with the State system.

Please review the requirements in Attachment K – Scope of Work carefully. Please describe your relevant experience and explain how you propose to perform the work. For all areas in which subcontractors will be performing a portion of the work, clearly describe their roles and responsibilities, related qualifications and experience, and how you will maintain oversight of the subcontractors' activities.

Please use the yellow shaded fields to indicate your answers to the following questions. The yellow fields will automatically expand to accommodate content. Every attempt should be made to preserve the original format of this form**.** Additionally, a completed Attachment L - Functions and Service Components is required as part of your completed Technical Proposal. **A completed Technical Proposal is a requirement for proposal submission. Failure to complete and submit this form may impact your proposal's responsiveness.** As part of the completed Technical Proposal, diagrams, certificates, graphics, and other exhibits should be referenced within the relevant answer field and included as legible attachments.

1. **Company Background and Experience**
    a. Describe your experience providing Child Care Information Management Systems (CCIMS) for other states or similar clients.
        i. Please describe your presence in Indiana, if applicable.
    b. Please describe your experience working with different provider types or networks (e.g., licensed child care center provider, licensed child care home provider, unlicensed registered child care ministry provider, CCDF legally licensed exempt providers).

a) Playground is currently working with the State of Iowa to provide our CCIMS to providers across the state. Playground is offered free of charge to providers in the first year and Playground is offering the exact functionality being requested in this contract to providers across Iowa. Playground's CCIMS is also being used nationwide by providers large and small and our team has experience providing our software to be used for providers similar to that of those in Indiana.
    i) Playground has a small but quickly growing presence in Indiana. We had several providers using Playground's CCIMS system before our work with Iowa, but have since been growing rapidly as providers in Iowa are sharing the benefit of using Playground through conferences, social media, and other communities they are part of, of which Indiana providers are also included. Our small base of Indiana providers has also been quickly growing as those in Indiana mention the benefits of Playground to other providers in their network.
b) Playground has experience working with most, if not all, types of providers, however, our largest customer segment is licensed child care home providers and licensed child care center providers. We have individual business relationships with a large array of these licensed providers nationwide and in Indiana. Playground also works with head start programs, early head start programs, family, friend, and neighbor providers, nannies who operate at the family's home, and more. When building Playground's functionality, a wide array of use cases are researched, customer interviews with a diverse set of providers are held, and we ensure that our product is usable by all types of providers. In the case that functionality is missing or needs to be adjusted in order to accommodate a more diverse set of providers, Playground team members will hold research groups with these providers and quickly ensure that the software is updated to accommodate their use case and needs.

2. Core Functions and Services

a. Describe how your proposed operations meets or exceeds the core function and service requirements as described in Section 3.2. For each subsection listed below, please fill out the associated Table 1: Core Functions and Services included in Attachment L. In the yellow field below, please enter a supplementary narrative explaining your responses to the associated table in Attachment L. If any of your offerings differ by provider type, please describe the differences. Please describe any difference in services between child care providers and multi-site networks, if applicable (e.g., ability to perform services for all sites with one account, ability to conduct key functionalities by site or across all sites, etc.). For the following items, be sure to address the specific questions as part of your function-by-function description.
    i. Enrollment Support
    ii. Attendance Tracking
        1. Please describe your fraud prevention functions.
    iii. Billing and Invoicing
    iv. Parent Communication
        1. Please describe how your solution keeps communications with parents secure. Please also describe what capabilities are available to change the point of contact, as needed.
    v. Reporting Dashboards
    vi. Document Management

vii. Child Portfolio
viii. Mobile Solution

b. Please describe the interfaces that make your platform user friendly for child care providers, networks, and families. Be sure to include information on how the platform streamlines administrative work for child care provider networks that operate multiple sites (e.g., ability to access all sites with one account, ability to view key information by site or selected site groupings, ability to update network information across all sites).

All functionality listed below is available to providers of all types, regardless of their size.

All multi-site networks will be able to use a single account to manage all of their centers and permissions and roles can be used in order to manage multi-site administrators access to different types of data. In general, mulit-site administrators are able to manage everything at once from the “enterprise dashboard” and can manage a single site from the “provider dashboard” if adjustments need to be made at a single location.

i. Enrollment Support

Playground offers robust enrollment & registration support for child care providers. Providers are able to create a listing (or multiple if they have separate programs for summer / camp), that includes a built-in landing page that is SEO optimized and Google-searchable. This serves as a digital presence for providers who may not have a dedicated page for families to find them. Providers are then able to create and customize their own registration flow. The following components can optionally be added or mix-and-matched to create a customized flow that captures all the information a provider may want to collect:

1) A form with customizable questions and types. This can include things such as text answers, multiple choice, dropdowns, email addresses, dates, etc. There are also templated fields to collect information on the student they are applying for, the guardians, and then emergency contacts. Providers can include as many questions as they would like and can rearrange and reorganize to their liking
2) Billing plan selection. Providers can include different billing plans and group them together based on things such as age group or days of the week. E.g. a provider can create a monthly billing plan for $500 a month that supports 3 days a week of care, or another plan that is for 2 year olds, that is paid $100 weekly for all days of the week. Providers can also set up the billing plan selection to support subsidized families
3) Additional add-ons. Providers can also optionally add add-ons that families can select during the enrollment process. This can include things that are billed by time, such as after school care, by check-in, such as a hot lunch program, or by enrollment, such as a dance or music class
4) Paperwork. Providers can optionally add paperwork to be completed by guardians during registration. We have all of the Indiana licensed documents set up on Playground already, and have also added in sample contracts, media waivers, field trip waivers, and other forms and documents providers may want families to complete during registration. This enrollment paperwork packet can then be completed by families as they are enrolling.
5) Payment information. Finally, and sometimes most critically, a payment method is optionally captured during the enrollment process to ensure families have a payment method on file for any application fees, enrollment fees, tuition deposits, and any other incidentals. Providers can also give codes to parents to remove the need to have this

field, but we have found it to be the #1 improvement in terms of decreasing delinquent payments

Once families have applied, they will receive a (customizable) email from the provider letting them know their application has been received. Providers will also receive a notification that they have gotten a new application to their center. Providers can then go in and view their applicants through Playground. The provider has a kanban style view where they can see all applicants and information to move families between applied, waitlisted, accepted, rejected, and dropped columns. Providers can then request additional information or update the enrollment status for students. This is also useful for reporting and forecasting to see how many spots are applied for and are available for the future. Furthermore, Playground has a "scheduled actions" feature that will allow providers to schedule class changes in the future to predict upcoming capacity and enrollment for current and future years. Enrollment automatically schedules a class change for the date the student is accepted for in order to automate most of this work.

For multi-site providers, they are able to create a single page with a list of all of their sites and listings so parents can easily find the location that best suits their needs. All emails, documents, and listings can be cloned between centers and can be updated all at once. They can also manage enrollment and responses from one place.

ii. Attendance Tracking

Playground offers several methods of attendance tracking. All methods of attendance tracking include the ability to enter in a wet signature and records the user that was inputting the signature. Additionally, a parent is able to sign for multiple students at one time if they are dropping off multiple children. Parents must authorize other guardians to sign on behalf of their student, and can do so for carpooling purposes or if there is a non-parent who is signing for the student.

1) QR Code. Providers are given a QR code that families can scan directly from the app or that can be printed out for families to scan. As a security and fraud prevention measure, the QR code can be invalidated at any point.
2) PIN Code. Each family is given a PIN code for signing a student in or out and the parent is verified as being allowed to drop off or pick up. Thes codes can be adjusted or changed if needed and can only be input on a teacher's device.
3) Roster based attendance. A provider can tap on a student's name on either the app or on a computer to open a signature prompt for parents to sign for a student.
4) Contactless signature. If a parent stays in their car while dropping off or picking up students, the provider can issue a contactless prompt for the parent to sign directly from their vehicle.

For data integrity and fraud prevention purposes, Playground has a bunch of optional features including things like reports to check for times students are being check in or out (to see if it's at the same time every day), ability to see when a signature was created vs when the signature was recorded (to see if they are all being put in at once, rather than at the time the student is being picked up / dropped off), ability to see who signed for the student (to see if it was a staff member or a parent who is recording the attendance), and ip-address of the request is logged (to see where the signature was actually recorded).

Furthermore, Playground also offers program based attendance, separate from normal sign-in and out. This is used to track program attendance in things such as afterschool programs, before school programs, extracurriculars, and more. This was the provider knows where the student is at all times while they are on the school campus.

iii. Billing and Invoicing
Playground's product includes many different billing and invoicing features. The main component of Playground's billing is enabling providers to set up billing plans and charge families, and then a family portal to allow the family to see their amount owed and a way to pay their bill.

On the administrator side, providers can create new charges for students individually or in groups. They can create billing plans and one time charges with due dates, discounts, and different cadences (e.g. weekly or monthly). There are pages for the administrator to see all student statements, only coming due statements, or just look into overdue statements. Playground sends out automated communication that the provider can optionally customize for upcoming payments due, invoices, and overdue notifications. Statements and invoices are automatically generated on each billing period that are available to both administrators and parents, and can also be generated in the middle of a billing period by both the parent and the administrator. Administrators can also track and record all subsidy payments they expect to receive and actually receive, broken down by subsidy agency. They are able to set up expected amounts they are going to receive from the agency, and once received, ensure that the proper amounts are accounted for. If there is a discretion, they can choose to waive the fee, charge the parent, or go to the governing body and try to figure out why they received the incorrect amount. Providers can also track all payments made outside of Playground, such as cash, checks, or through a 3rd party processor such as venmo or zelle.

There is also robust reporting and an integration with Quickbooks for managing the provider's books.

For parents, they have a portal to manage their billabong. They are able to see the breakdown of their charges, any fees coming due, and payments they have made, including offline payments that have been recorded. On the app and web portal they are able to add new credit cards or bank accounts that they can use to pay their bills, and can also enroll in autopay in order to have their statement balance automatically billed according to the provider's billing schedule. All primary guardians will have access to billing, and the provider is able to break down the fees for each parent if needed. A setting can be turned on for parents to only see payments they are personally responsible for and that they have personally made, if needed or desired.

iv. Parent Communication
Playground has several methods of communication including one-way communication, two-way communication, and other forms of letting the families know what is going on at their student's school

Playground's one-way communication is through our feed feature. Administrators and staff are able to send out posts and announcements to families. They can include PDFs, images, videos, excel documents, and other forms of media. They can choose which kinds of notifications are sent such as email, push notifications, and text messages. They can also include text as well. Optionally, they can enable comments on the posts for parents to engage with the content. It is also possible to schedule these posts to go out in the future, and additionally there is the option to have an administrator approve posts before they are sent out to families. Staff can also record activities as posts that the student is engaged in and include metadata such as timing and other info. Staff members can choose which students,

groups, or classrooms receive these posts by clicking a checkbox next to a classroom name, a program name, or a student name.

For two way communication, Playground has a chat feature. There are settings to customize who is able to start chats with who, but if everything is turned on, anyone on Playground at the center can chat with anyone else at the center. Parents can message other parents to plan play dates and classroom activities, teachers can create group chats for their classroom, administrators can create chats with the parents of a single child, etc. There are helpers to quickly create group conversations with specific grouping of students such as all primary guardians of a program or classroom. Administrators have the ability to see all chats so they can monitor what is being communicated at their center. Photos, videos, and other attachments can be added to chats to share media privately with families or groups.

Playground also has other types of parent communication such as a calendar feature where administrators can add events to a calendar and share them with specific classrooms or groups or the entire center. Families and staff members can view this on the website or app as a calendar.

Playground keeps all communication encrypted when it is contained on the app, and also encrypts all messages at rest when stored in the database. Individuals can opt out of text messages if needed if their device is not personal in order to maintain data privacy. Administrators can also change who the primary guardians on an account are if needed.

v. Reporting Dashboards

Playground offers a robust set of reporting functionality. Playground has 9 main reporting categories including Attendance, Activities, Food program, Payments, Wellness, Staff Payroll, Contacts, Students, Documents, Assessments, and Enrollment. There are also 2 customizable reporting options where providers can create their own data dump reports and aggregate reports.

There are over 200 reports available for providers to run that have already been built that allow them to filter based on things like dates, programs, classrooms, year, and more. All reports can be emailed and are available to download into Excel or PDF. The customizable reporting allows all data on Playground to be downloaded based on whichever information is needed by the provider, whichever filters the provider would like, and based on any data category.

Playground also includes an overview dashboard where providers can customize the reports and graphs and charts that they want to view on one screen. This could be things such as live enrollment numbers, live classroom ratios, aging payment reports, or anything else. It is customizable for each user, so a bookkeeper can keep this dashboard full or reports related to the financial health of the provider while a registrar may have dashboards and information related to enrollment numbers.

For mulit-site administrators, they are able to run reports across all of their centers at once, giving them individual site data if desired but also totals across the board. This makes it much easier to compare between sites and gather all data at once.

vi. Document Management

Playground includes 3 main types of document management for information collected from parents: forms, pdf paperwork, and file requests.

Forms are customizable digital forms for parents to fill out, generally to collect information during enrollment or for surveys for how the school is doing or demographic information for grant writing. Providers have a drag and drop interface where they can add as many different questions as they'd like that include formatting such as for dates, emails, multiple choice, dropdowns, short text responses, long text responses, and more.

For PDF paperwork, providers can use our templated documents that are already built out, or they can upload any of their own contracts, waivers, or other licensing documents that they need to have parents fill out. They are able to add text field and signature responses directly on the pdf for parents to complete. They can also add formatted text such as dates, dropdowns, checkboxes, and more. This generally replaces 100% of all physical paperwork a parent has to fill out with digital e-sign and documents to fill out.

File requests are used for any data that can't be captured online, such as doctor information or scanned documents.

In terms of student records, Playground manages all information for students. All activities such as potty, diaper, meals, observations, naps, and more are recorded on Playground and attached to the student's profile. Playground also has the Indiana Early Learning Foundations built into the system as well as many other assessment frameworks, and all milestone and benchmark tracking of the student is built into the platform for staff to record and then report on. Daily wellness checks can also be turned on during drop-off and are stored within the student's profile. There is also an immunizations section on the student profile with alerting based on the student's birthday to ensure that all immunizations are covered by the time the student is required to have them according to the CDC guidelines.

Staff have the same functionality that is available to students in terms of documents, paperwork, forms, etc. There is also a place to track and record staff information regarding their employment and other important factors. Staff training hours and certificates can also be uploaded and recorded on Playground.

vii. Child Portfolio

Within each student profile there is a section for all student notes and information. There is the general profile information that exists and is structured the same per student including information about things such as allergies, medications, and address, as well as any custom fields the provider has opted to add. Then there is also a notes section to track unstructured data on the student such as observations and other notes to be shared with staff. These notes can either be shared with families or can be marked as staff only. There is also a section of the app to record the milestones and benchmarks for the student following the assessment standard the provider has opted to align with. The Indiana Early Learning Foundations are already built into the system among many others, and can also be customized by the provider. While recording these milestones and observations, staff members can also include media such as documents, photos, and videos. Staff can also include observations unrelated to assessments and take photos of work the student has completed and share it with the family. Staff can choose to categorize this information and make it accessible for parents to look at.

viii. Mobile Solution
All functionality that is available on the desktop version of Playground is available and accessible on both mobile web and through our iOS and Android apps.

3. **Project Management**
    a. Overall Approach and Project Methodology
        i. Please describe your company's project management approach and methodology for this project. Please include information on anything that would be important for potential child care providers and networks to know when making their decision whether to utilize your CCIMS solution.
    b. Implementation
        i. Provide an example of a high-level project schedule for a standard implementation. Describe how you create the schedule and the method and frequency of maintaining the schedule throughout the project.
        ii. Communication
            1. Describe your company's communication strategy with child care providers that select your CCIMS services, both during the implementation phase and on an ongoing basis. Please include a description of roles and responsibilities, status reporting, timing, distribution, etc.
        iii. Risk and Issue Management
            1. Describe your company's risk / issue management processes.

a. Overall Approach and Project Methodology
Our system is built around 3 main philosophies:
1. Streamline and automate processes wherever possible.
2. Assist our providers in providing excellent care and service to their students and customers by enabling them with tools and data.
3. Ensure great service by building resilient and robust systems.

What this means for the providers that use Playground is that we are constantly looking for ways to improve and make sure that their experience is the best it possibly can be.

Playground is built to mimic user interface and user experience that people are already intimately familiar with. For example, the main view on the mobile app is a filterable feed that closely mimics social networks such as instagram, facebook, and twitter – very familiar experiences for most of the population. The most relevant information is displayed to administrators, teachers, and parents, with filters to adjust to see lower frequency information.For example, administrators are able to see the number of students at school, any recent announcements from the provider or staff, any messages sent to them, and one click buttons to see the roster or make a new post right after sign-in on the app. As these are all high frequency, high value actions and information, a provider can quickly find the information they are looking for.

During our product development process, we interview dozens of providers to hear

about the issues they need solving, where they spend a lot of time, and issues that both staff and parents find frustrating. We then develop high fidelity mockups that are prototyped to feel like the real experience. We have families of students and staff members take this into the classroom and give us feedback on things that feel slow, clunky, or can be improved. After multiple rounds of iterations and only positive feedback, we then develop the product and release it to a staging environment that the team uses to run through trials of using it internally. Once we are satisfied with the functionality, we enable the new feature for several of our providers who worked with us on the original problem scoping. They use the new feature and run through tests and meet with the Playground team to ensure that the new feature functions properly. Once satisfied, we create educational material around the feature, including educational information within the app and website for first time use. We then turn on the feature for the rest of the providers.

b. Implementation

i. High level schedule

Playground's process for building all new products is similar.

1. A project lead communicates exact specifications and requirements the customer has based on requirements and materials sent to our team. A meeting is set up with the customer to ensure that the requirements and specifications we enumerate are correct. An engineer generally joins this meeting as well to advise on rough timelines and any technical concerns.
2. The project lead meets with the engineering and product team to review the specifications and make implementation recommendations.
the customer or issues they potentially see coming about.
3. The project lead sends the meeting notes to the customer beforehand to review, and sets up a meeting to discuss the meeting notes with the customer.
4. During the meeting, each bullet point with notes is discussed to ensure both parties agree to everything. The goal is to incorporate all needs the customer has in addition to any upgrades or improvements our team was able to see in order to create the best possible product and leave room for future changes and ensure flexibility of the system.
5. If during the process, our team finds improvements that we can make on our end, we will communicate with the agency to see if the proposed changes make sense to add to the specification.
6. Hourly and daily builds are uploaded to a staging environment with patch and release notes.
7. Twice a week, production builds are uploaded for sandbox testing with the customer. A list of changes and patch notes are shared with each build. There is also a list of functionality that has been completed, not yet completed, and known issues shared with the customer with each build upload. Timelines are updated with each build to let the customer know if we are ahead of schedule, on schedule, or being delayed, along with a reason as to why.
8. Once all tests are passing, all functionality has been built, and a full manual review has been taken by our team, we release a beta build for the customer who can then test the product and ensure it functions correctly. If any issues arise at this time, the team will give notice of how long it will take to fix and follow the process mentioned above for handling errors.
9. Once the customer is satisfied with the product, Playground will release the production build.

ii. Communication

All providers have direct access to their dedicated account manager that they can call, email, text, or schedule Zoom calls with. In addition to this dedicated Playground team member, providers have access to all product updates in our public changelog which can be found on our website at tryplayground.com/changelog. Changelog posts are accompanied by Help Center articles to explain how to use new functionality. Major product releases are typically announced in email blasts.

In order to communicate requests for customization and extensibility, there are several avenues. Our reporting pages have built in forms to fill out to request additional reports and modify existing reports. We also have a help button on the website to start a chat with a member of our team if a feature is being requested or small changes and additions are needed. For larger projects, we have a public roadmap that anyone is able to contribute to and is curated by our team at playground.canny.io. For larger features and customizations, especially those that are needed by an individual customer, we place a project manager on the project and have the project manager post updates and notes daily and weekly to keep everyone updated on progress. These feature requests generally go through several meetings for planning and can be initiated by reaching out via live chat with the help button on the website or by emailing support@tryplayground.com.

In addition to regular email, phone, and live chat communication with customers, Playground maintains a public roadmap. Our roadmap is a living document, especially as the needs of our users change. Generally, the roadmap is planned with varying degrees of granularity based on time. E.g. Our next quarter is well planned out, two quarters down the line has broader strokes for product development, and 3-4 quarters out have a few large ideas, but are subject to market feedback for priority. We leave plenty room open on our roadmap for flex work so we can quickly serve the needs of our providers as new issues arise. For example, during tax season we set aside time to build out reporting, exports, and downloads for our providers and parents as soon as it was requested since many centers were using digital enrollment, payments, and tracking for the first time and had to integrate with their legacy systems to create accurate tax reporting. Our public roadmap is built to serve our providers, and we know that our providers' needs change over time. Our product team regularly holds office hours with existing providers as well as prospective providers for feedback on our roadmap to ensure all new features solve the needs of our providers. These sessions are used to update roadmap priorities and improve existing product features.

iii. Risk and Issue Management

Playground handles risk & issue management by spending time up front to lay out the estimated timelines around data migration, initial launch, and future kick-offs for other products or features the provider may be interested in using in the future. Providers are given resources to self-onboard if desired, but are also paired with an onboarding manager and a customer success manager

who ensure timelines are met and goals are achieved. As issues arise during implementation, the onboarding manager is made available as needed for the provider to both meet live and answer emails and phone calls as needed. If there are already resources on how to solve the issues that may arise during implementation, those are also shared with the providers. If new issues arise during implementation, the solution is documented and a help center article with videos, text, and images using our demo school is created in order to help solve the same class of issues in the future.

If a customer encounters an issue while using the product or during implementation, there are also a few ways we ensure success. First, we have automated systems to track any bugs or errors during normal use of the software that is automatically sent to our engineering & product team to resolve. These are treated as very high priority fixes and are patched through an over the air update. If a customer alerts the team through live chat, email, or by calling their customer success rep, we give an estimated timeline for the issue to be resolved and a follow up date and time. Once the issue has been resolved, the customer is given alerted to the fix or update via the communication channel they first contacted us by, or by their preferred method of communication.

Playground is intending to utilize contractors located in the State of Indiana to assist with implementation, onboarding, and training.

4. **Customer Support**
    a. Training, Onboarding, and Ongoing Support
        i. Describe how your proposed operations meet or exceed the requirements as described in Section 3.3. Please describe any difference in services between child care providers and multi-site networks (including ability to streamline implementation, training, onboarding and support across multiple sites), if applicable.
            1. Please outline your proposed onboarding and training support solutions. Describe the frequency of their availability as well as the method(s).
            2. Please describe any ongoing support services you plan to provide. Please include mention of any examples that support provider retention or promote sustainability business practices as it relates to CCIMS.

a. Training, Onboarding, and Ongoing Support
Each provider has an administrator implementation call via Zoom with their account manager. They also have the option to coordinate Zoom webinar training for their staff or families. Playground is also happy to provide group trainings to multiple providers or networks. All providers, staff, and families have access to Playground's self-serve Help Center that includes 250+ videos, articles, and simple step-by-step guides on how to do anything in the Playground platform. Updates or new articles are typically added at the request of providers, staff, or families within 24 hours during business

hours. Onboarding manuals will be provided to all providers. Providers can email, call, text, or Zoom with their Playground account manager. They are always able to schedule more time should they would like additional training or support. These additional trainings can include general walkthroughs for admins, staff, or families, as well as deep-dives into specific features. The account manager can also schedule times with specific teams such as the tuition/payments department of a center to go over Playground's billing product.

Playground is a cloud based solution and does not require any on premise support or training. Playground offers ad-hoc training and onboardings as needed by our dedicated account management team. Generally, an onboarding or training can be scheduled within 2 business days of the request, and we have an SLA of 5 business days. For ongoing support, Playground has a 3 hour SLA on all live chat communication during business hours, however, 90% of all requests are responded to by a human within 3 minutes during business hours. Email response time SLA is 1 business day, and 75% of emails are responded to within 1 hour.

Playground's dedicated account management team can help providers implement and launch Playground as quickly as they'd like. Playground's Onboarding team takes on as much of the data migration and account set up as possible. Playground can migrate data from other CCMS, uploads provider paperwork, and helps set up enrollment listings & payment plans. Playground prioritizes delivering value to providers as quickly as possible and as such has <1% churn each month.

Typically, home providers implement and launch Playground within 48 hours and centers typically implement and launch Playground within 2 weeks. However, our dedicated account management team can help create custom implementation plans that accommodate any timeline.

The Playground Onboarding Team guarantees a seamless implementation in six weeks for multi-site providers. Playground typically onboards multi-site providers with a sample implementation plan as follows:

<u>Week 1</u>
Schedule & Attend Enterprise Admin onboarding call
Collect all data needed for import from prior systems
Import all data into Playground
Create high level plan for Playground features and products the team intends to use
Sign up for online payments

<u>Week 2</u>
Review imported data
Begin upload of all documents, enrollment listings, billing plans, and other data
Create all centers on Playground and have enterprise-level admins sign up for Playground accounts

<u>Week 3</u>
Review Playground's implementation of all documents, enrollment listings, and billing plans
Test run of enrollment, documents, and billing and edge cases

Build out documentation for site specific cases to share with individual centers

Week 4
Schedule & hold admin level onboarding for each center
Share documentation & build out more specific cases for anything unclear

Week 5
Invite teachers to Playground
Hold onboarding sessions for all staff
Print out any collateral that is going to be available within the classroom or at the center

Week 6
Notify guardians about the switch to Playground and have them create an account

Go live!
Continued support from Playground and parents begin enrollment

Playground is intending to utilize contractors located in the State of Indiana to assist with implementation, onboarding, and training.

5. **Recommended Functions and Services**
    a. Describe if your proposed operations meets the recommended functions and services as described in Section 3.4. If you do not currently offer those services, please specify if you would be willing to customize your system to adopt these components and if so, how and in what timeframe. For each subsection listed below, please fill out the associated Table 2: Recommended Functions and Services included in Attachment L. In the yellow field below, please enter a supplementary narrative explaining your responses to the associated table in Attachment L. If any of your offerings differ by provider type, please describe the differences. Please describe any difference in services between child care providers and multi-site networks, if applicable (e.g., ability to perform services for all sites with one account, ability to conduct key functionalities by site or across all sites, etc.). For the following items, be sure to address the specific questions as part of your function-by-function description.
        i. Nutrition Services
            1. Please describe your system's current nutrition functions.
            2. Please describe if you currently have functionalities to manage CACFP or would be willing to develop software, and if so, what the plan and timing for implementation would be.
        ii. Provider Financial Data and Analysis
        iii. Human Resources
            1. If you currently offer or are planning to offer human resources features, including payroll services, please describe if this function is embedded in your system or if it is offered through a subcontractor.
        iv. Platform Language Capabilities

1. If your system includes language capabilities, please list the languages your platform is available in, and for what components. Specifically, describe what languages are available for family-facing components and provider-facing components. If your platform does not currently offer Spanish, please explain if you plan to adopt language capabilities. If so, please describe how, and in what timeframe.
2. Please describe how your language capabilities are achieved. If you do not have language capabilities other than English as part of your platform, please describe if you plan to make them available.

v. Other Innovative Functions and Services
1. Please describe any additional functions or services you are able to offer out-of-the-box, if applicable.

i. Nutrition Services
Playground offers a meal planning feature and a meal tracking feature. Providers are also able to mark student's status based on free, reduced, paid for center based care and tiers for family child care.

For meal planning, providers are able to schedule meal times and items associated with each meal. This is broken down between infants and regular preschool aged students as their meals are different. The provider is able to tag the meal items with the specific category it is fulfilling and is able to see all meals for a week at a time. They are also able to duplicate meals across time and into the future. There is additional functionality for things like milk audits and other reporting requirements for CACFP reimbursement. During time of meal service, providers are able to record who was present and ate at the meal. There is also extensive reporting capabilities for food program sponsors to audit the records and file the claims so they are able to manage centers and family child care providers they work with.

Providers are also able to set allergies and medications students are taking so that information is present when setting up meals. There is also food program reporting available to help create shopping lists based on portion sizes.

We fully support provider and sponsor use of Playground for CACFP and would be happy to make any adjustments needed within the first few weeks of implementation or in the future if needed to better suit Indiana providers.

ii. Provider Financial Data & Analysis
Playground is able to offer very in-depth financial data and analysis as we are able to track all revenue coming in and all expenses through the software. Playground offers billing and invoicing to track money coming in through tuition payments and subsidy tracking for recording all money coming in through subsidized care. Playground then also tracks all money the provider spends in two main ways – through payroll expenses and through Playground's expense management tool

Playground offers hour and salary tracking for staff to track expenses related to wages. There is extensive payroll reporting to ensure that all hours and breaks are properly logged and staff

are able to see their hours. Playground also offers expense tracking and spend management. Providers can enter in all of their expenses into Playground and they are categorized by MCC codes and can also be tracked by who's expense it is. For spend management, Playground is able to issue virtual and physical credit cards to providers with limits so they can automatically track their expenses. Each time they spend money on the card, the provider is sent a notification to upload an image of the receipt for tracking. The expenses also automatically show up on Playground's expense management tool.

Playground then has reports, charts, graphs, and dashboards to help providers track their financial health. This includes things like fee collection, delinquency rates, overdue payments, families who are the most delinquent, profit and loss statements, financial ledgers, enrollment forecasting with estimated tuition, and more. Playground also offers an integration with QuickBooks if a provider chooses to use QuickBooks for their accounting. Playground also has customizable billing and expense reporting to easily upload the data into other accounting software systems.

iii. Human Resources
Playground is currently able to track all payroll, all staff information and documents, all staff vacation days, and more. Playground is currently working with Gusto on two integrations – an embedded payroll function and an integration to send data to Gusto in order for providers to use Gusto for their payroll directly. Playground is expecting to be processing payroll through Gusto's embedded product before the new school year in September with a select number of providers and then go to a general release before the new tax year starts in January, so providers will have time to adopt Playground for payroll if they choose to do so.

iv. Platform Language Capabilities
Playground is available to providers and families in English and Spanish for all components. Playground has modular infrastructure to support more languages and we are expecting to support French before summer sessions begin, and by the new school year at the latest.

We have staff on hand who are fluent in spanish and english for both support, onboarding, and customer success who translate the app and work with customers in order to ensure the proper language is being used throughout and so that we can quickly adjust language as needed as new components are released.

v. Other innovative functions and services
Spend management. Playground is able to issue virtual and physical credit cards to providers to use for business expenses.

Digital web presence. Playground creates websites and dedicated landing pages for providers

Programs. Providers are able to track all of their additional services directly through Playground

Carpools. Families can schedule carpools through Playground to make drop off and pick up easier

Calendar. Administrators can schedule events and share them with the community

Professional Development. Playground offers professional development to providers

Playground is intending to utilize contractors located in the State of Indiana to assist with the development of further functionality that will help assist providers in running their business more efficiently.

6. **Data Standards and Interoperability**
    a. As described in Section 3.5, please describe your commitment to allow data exchange from your system to the State.
    b. Describe any experience working with State API compatibility.

a) Playground is excited to commit to the API compatibility & data exchange requirements of the state.
b) Playground as a company has experience working with the State of Iowa's API systems in sharing attendance data with the state for state subsidy reimbursement for providers. Playground acted both to implement the API and also to help guide the construction of the API, consulting based on experience with how provider data is captured and what issues Playground has seen in the past to ensure that data privacy, security, and integrity remained high. Additionally, Playground has consulted stakeholders working with the State of Iowa to help them develop an Operational Data Store and integrations with the state food program software. The Playground team would be happy to help shape the direction of the API and build out additional infrastructure on the state side if desired. Members of the Playground product team also have extensive prior experience working with both state and local government APIs, advising and building out APIs on behalf of the state, building out state and local government software systems, and consulting and advising other companies on building out their API systems to integrate with the state. Playground would happily offer these services as well, if desired.

7. **Vendor/Provider Contract Structure**
    a. Please describe how you will establish your own contracts or agreements with child care providers or networks that choose to utilize your services. Describe the process you plan to follow, as well as how billing and invoicing would work to collect payments directly from providers after the initial State-funded 2-year period. Be sure to include how billing and invoicing would differ for stand-alone child care providers and multi-site networks, including how administrative teams for child care provider networks that operate multiple sites can access and manage the billing process for all sites in one place.
    b. As described in Section 5, please describe how you plan to promote continuous utilization of your CCIMS services for your childcare providers and networks beyond the initial 2-year period.

a) Playground prioritizes provider choice to software and ensures that all customers are happy. Therefore, Playground does establish a contract with customers unless asked for one. Instead, Playground offers monthly or annual subscriptions to our CCIMS with

the ability to cancel at any time with no fee, and refund all payments at a prorated amount if paid annually upfront. In terms of setting up payment methods and being made aware of payments that need to be made, everything is self-serve within the Playground product. For single site centers, there is a billing section within the Playground CCIMS where providers can enter in a credit card or bank account to pay their fee automatically each month or year. There are banners and in product messaging to alert providers about any failed payments, payments coming due, or overdue payments. They also receive an email, and optionally, a phone call if they need any assistance or have questions regarding their payment. If a provider chooses to pay using an alternative means (e.g. a check), we have dedicated customer success managers who manage the invoicing and communication around ensuring all infrastructure is set up. When signing up for Playground, providers enter their email address and phone number, so we have those pieces of information on hand. Providers who operate multiple locations are able to log in to Playground's enterprise portal where they manage all of their centers in one dashboard to enter in billing information in the same manner as at a single site location. Similarly, they will have a dedicated customer success manager who is a point of contact if they desire alternative methods of payment. Providers operating multiple centers will get a line item per center they operate, instead of a single line item that the single site providers receive, so they can see a breakdown of their balance.

b) Playground has several methods to promote continuous use of our CCIMS system. First, Playground employees customer success managers whose responsibility is to ensure that providers are up to date on all new features and functionality that exists in Playground. They offer check-ins to providers when they sign up to walk them through setting up families, setting up enrollment for the new school year or current year, how to ensure invoicing is set up to collect payments on time, and much more. Additionally, Playground reduces the burden on providers during transitions between school years by automatically updating all student classrooms and information through our scheduled actions, enrollment, and paperwork. This reduces the amount of time providers spend in the system preparing for the following school year and has shown to dramatically increase use between years. Playground also maintains the enrollment listings and digital web presence for providers, so as new families find out about these providers and apply, it is managed through Playground and emails sent out by Playground. Playground also sends out weekly updates to providers alerting them of government funding opportunities, events that are going on in their communities such as professional development opportunities and conferences, and monthly updates with new functionality that Playground has added. Playground adds a new product each month to its software and these constant updates of new functionality have been a big driver of providers choosing to stay with Playground. Playground also offers weekly webinars to engage providers in addition to our online communities where providers communicate how to best use Playground to save them time and make more money. Providers also tend to rely on Playground for government funding as our software makes tracking things like attendance and meals much easier than using paper and pencil.

8. Service Level Agreements (SLAs)

a. Provide details and describe SLA for network availability.
b. Provide details and describe SLAs for incident response. Include how incidents will be handled and communicated to the State.

a. Our SLA for network availability is 99.9%
b. Our support response time SLA is 30 minutes during normal business hours, defined as 8am-7pm ET. Our SLA for updates to an incident is every hour until the issue is resolved. All incidents will be reported via email to the main point of contact at the State. Status updates are also emailed out to all affected parties. Incident post-mortems are created and shared internally, and can be shared with the state if desired. Post-mortems include incident timeline, action taken to mitigate incident, and future actions taken to prevent similar incidents from occurring in the future. Playground has pre-formatted emails with blanks to fill in during an incident to ensure speedy response and notification of issues that occur.

9. Security

a. Please describe your overall security plan for this project including (but not limited to) protection of customer privacy, retention of State-owned data, network security, and disaster recovery.

Playground is hosted on Heroku and uses Google Cloud Platform for user authentication, databases, and file storage. The proposed solution will be hosted on these same platforms. We adhere to NIST CSF 1.1.

Playground has a multi-pronged approach to cybersecurity. First, we have active logging of all requests to our system to document and track all network traffic through Playground. We have several active and passive tracking systems to check for bad actors such as notifying the team of all malformed and failed requests, alerting the team and denying service to those who repeatedly have failed or malformed requests, alerting administrators when other users with administrative access are added to the system to prevent account takeovers. We also have other systems in place to actively track all access to documents and data in Playground so we have a history of who has accessed each record and our automated systems can detect strange patterns or attempts at access by those who are unauthorized. Additionally, our team has automated tests and processes for detecting potential security vulnerabilities.

Playground uses modern cloud technologies to ensure high availability afforded by these services. Heroku & Google Cloud Platform both have a minimum of three 9s of uptime and availability as a SLA. Additionally, we use replica servers to ensure that even if one server or database goes down, we have replicas who can still process requests. Access to our system is managed by the administrator, and we have several safeguards such as email alerts when new administrators are added to help prevent account takeovers. We also have articles we share during onboarding with our users to help them with best practices relating to cybersecurity such as not sharing passwords and making sure to log out of our system if you are stepping away from your device. We also have some automated safeguards such as forced log out after an expiry period, password complexity requirements, and more. We run nightly backups that are maintained for a minimum of 3 months in hot storage and keep weekly and monthly backups in cold storage for a minimum of 5 years. All data on Playground is encrypted and transferred using current best practices on data security. Google Cloud Platform uses the highest levels of security for all of their data and storage as well.

Playground has exhaustive logging of all record access. We have automated checks to look for activity that is suspicious such as repeated failure to access information. We also manually review failures to look for activity that could attempt to breach our security. We also routinely do penetration testing hackathons with our team to see if we can find ways to break in ourselves and patch them before an unknown attacker attempts to do the same.

Playground keeps backups and routinely tests our backup and restoration procedures on our staging environment to make sure we are ready in the case of a production cybersecurity event. We also routinely test our ability to recover in an instance where our servers in one region go down and have to fallback to other regions. Additionally, Playground is able to recover from a disaster or cybersecurity event quickly – we have a monolith backend that is easy to replicate on new hosting environments if needed to transfer to a different cloud provider and our start up times are less than 4 minutes to deploy.