

**RFP 23-74522 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 - 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. Additionally, list any additional terms and definitions used by your company or industry that you would like the State to consider incorporating in the contract. The State will not accept terms and definitions introduced after award during contract finalization and implementation. Finally, confirm you have carefully reviewed all requirements listed in RFP Section 1.4 and the Scope of Work (Attachment K). Should your company have any exceptions, substitutions, or conditions for the State's consideration, please list them below. The State will not accept exceptions, substitutions, or conditions introduced after award, during contract finalization and implementation.

There are no additional terms or definitions used by our organization that we would propose incorporating into the contract.

We have reviewed all requirements outlined in the RFP Section 1.4 and the Scope of Work (Attachment K). Upon reviewing, we submit for consideration the following request. If the launch of IN-KIDS is delayed past the scheduled date of July 1, 2024, we would continue invoicing the State based on the proposed Year 1 budget until such time that IN-KIDS has launched.

For purposes of this response, ELI has included the seven staff positions set forth in Attachment K. ELI requests an opportunity to structure the responsibilities differently, to the extent that it can demonstrate to OECOSL that any changes will not result in a negative impact on either anticipated outcomes or budget.

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.

Early Learning Indiana is a nonprofit corporation which was formed in 1901 and currently exists pursuant to the provisions of the Indiana Nonprofit Corporation Act of 1991, as amended. Early Learning Indiana's mission is to ensure children throughout Indiana are empowered with essential skills to thrive in kindergarten and beyond.

Through its Partner Solutions service line, Early Learning Indiana provides a variety of services to the State of Indiana, large employers and community organizations, including our current contract to serve as the coordinating office for the statewide Child Care Resource and Referral Network and administering an \$81M *Build, Learn, Grow* family scholarship program on behalf of the state of Indiana. If ELI is successful in our response to RFP 23-74522, the Partner Solutions line, including a cross-functional team responsible for carrying out the work, will continue to provide Child Care Resource and Referral Central Office services to the State of Indiana.

In addition to our Partner Solutions service line, Early Learning Indiana is organized around three service lines:

- Early Learning Works. Through its Early Learning Works service line, Early Learning Indiana partners with employers to create integrated and community-minded child care solutions that meet the unique needs of their workforce and the communities they serve. Early Learning Works provides area employers with an array of services from market analysis, to consultation, to direct child care service provision.
- Early Educator Solutions. Through its Early Learning Educator Solutions service line, Early Learning Indiana is changing the landscape of workforce preparation through competency-based, job-embedded solutions that reduce costs while accelerating time to productivity.
- Day Early Learning. Early Learning Indiana owns and operates a network of 11 Day Early Learning centers which provide high-quality early care and education to approximately 1,000 children ages six weeks to six years old. Day Early Learning centers meet or exceed the highest standards for child care in Indiana and are accredited by the National Association for

the Education of Young Children (NAEYC).

The Early Learning Indiana organizational chart can be found as **Attachment 2.3.2 Organization Chart**.

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.

Early Learning Indiana recognizes the strength of diversity that acknowledges and celebrates a society of unique individuals, cultures and perspectives whose knowledge, skills and talents enrich and strengthen us as a people. Built to ensure equitable access to educational opportunities, our mission is to empower all children with essential skills to thrive in kindergarten and beyond. A core tenet of ELI's Theory of Teaching and Learning — the core of our educational model — holds that the children we serve construct knowledge from diverse experiences and must also be understood within the context of their individual, family and community experiences. We practice equal opportunity in our operations, community engagement, employment and decision-making and encourage inclusion of diverse members of our community.

The intentionality of increasing diversity and inclusion efforts is applied in the following areas:

1. **Commitment.** Demonstrate organizational commitment and accountability through actions, behaviors and measurable goals and objectives.
2. **Awareness.** Embed inclusiveness principles and values in family, team member and board-facing materials.
3. **Inclusive Culture.** Cultivate a welcoming, supportive and inclusive work environment in which differences are recognized, valued and celebrated.
4. **Talent Pipeline.** Implement a talent attraction strategy that is representative of the community and families we serve.
5. **Business and Community Relationships.** Ensure our partnerships are representative of the community we serve.
6. **Ongoing Learning.** Increase understanding of diversity and inclusion principles and values.

The ELI Board of Directors is 57% female and 36% minority. Of the five most recent additions to the Board, 100% have been female and 60% have been minority candidates.

The ELI Executive Team is 60% female.

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.**

Early Learning Indiana's audited financial statements from the last two fiscal years are included as **Attachment 2.3.4 Audited Financials 2021** and **Attachment 2.3.4 Audited Financials 2020**.

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).

Early Learning Indiana's Chief Financial Officer takes personal responsibility for the thoroughness and correctness of financial information presented in this proposal. Early Learning Indiana's Finance Committee maintains oversight of the external audit

function and reports to the full board. The auditors also present to the full board and do not perform any consulting services for the organization. Each board member signs a conflict of interest policy on an annual basis.

2.3.6 Contract Terms/Clauses - Please provide the requested information in RFP Section 2.3.6. Additional rows may be added if necessary.

Contract Term Identifier and Header	Suggested Language Change	Rationale for Suggested Change
N/A		
N/A		
N/A		

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 entities with whom the Respondent has worked or collaborated with during their normal course of business. Please note that the references may not come from the agency requesting services (FSSA). **Attachment H** should be submitted to idoareferences@idoa.in.gov. **Attachment H** should be submitted by the due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental Entity	United Way of Central Indiana
Company Mailing Address	2955 N. Meridian Street, Suite 300
Company City, State, Zip	Indianapolis, IN 46208
Company Website Address	https://uwci.org
Contact Person	Shannon Jenkins
Contact Title	Senior Director of Family Opportunity

Company Telephone Number	317-920-2563
Company Fax Number	N/A
Contact E-mail	Shannon.Jenkins@uwci.org
Industry of Company	Human Services
Customer 2	
Legal Name of Company or Governmental Entity	IU Health
Company Mailing Address	714 N. Senate Avenue
Company City, State, Zip	Indianapolis, IN 46202
Company Website Address	https://iuhealth.org/
Contact Person	Jennifer Andres
Contact Title	Director, Government Affairs – Community Impact Investment and Policy Development
Company Telephone Number	317-963-3019
Company Fax Number	N/A
Contact E-mail	jandres@iuhealth.org
Industry of Company	Healthcare
Customer 3	
Legal Name of Company or Governmental Entity	Oklahoma Department of Human Services
Company Mailing Address	2400 N Lincoln Boulevard
Company City, State, Zip	Oklahoma City, OK 73105
Company Website Address	https://oklahoma.gov/okdhs.html
Contact Person	Dione Smith
Contact Title	Programs Process Administrator
Company Telephone Number	405-317-9528
Company Fax Number	N/A
Contact E-mail	Dione.Smith@okdhs.org
Industry of Company	Government Agency

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.

Early Learning Indiana (Business ID #190038-076) is registered to do business within the State of Indiana by the Secretary of State.

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.

Pursuant to Article V, Section 1, of the Amended Bylaws of Early Learning Indiana Inc., adopted August 19, 2020, authority to contractually bind Early Learning Indiana rests in its President and CEO, Maureen Weber. Please see the bylaw provision in **Attachment 2.3.9 Bylaws**.

Additionally, please find below the following information in response to Section 2.3.9:

Bidder ID #: 0000037990

FEIN #: 35-0888763

Type of Business: Domestic nonprofit corporation

NAICS Code: 624410

2.3.10 Diversity Subcontractor Agreements -

- a. Per RFP Section 1.21, Minority & Women's Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.

A tenant of Early Learning Indiana's *Diversity, Equity, Inclusion and Belonging Plan* is to ensure that the organization's partnerships are representative of the community we serve. Throughout the course of our work – including as the Child Care Resource and Referral Central Office – we have engaged a diverse set of contractors to complement the services we provide in order to ensure we are delivering the best possible solution. Two businesses listed on the Division of Supplier Diversity list that we have previously engaged in our Central Office work are Holsapple Communications and Found Search Marketing. Given that certain requirements of the Scope of Work align with the services both organizations provide, we approached the organizations directly and they agreed to provide the services as described in our Technical Proposal.

Given that the Scope of Work for RFP 23-74522 consolidates two current and separate bodies of work – CCR&R Central Office and PTQ Rating services – into a single scope, Early Learning Indiana proposes to engage The Consultants Consortium, Inc. (TCC) to provide elements of the Child Care Quality Improvement and Assurance Services. TCC currently provides these services to the State of Indiana.

- b. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

N/A. See 2.3.10(a).

2.3.11 Evidence of Financial Responsibility – Removed at the request of the agency.

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

Business Information	
Legal Name of Company	Early Learning Indiana, Inc.
Contact Name	Maureen Weber
Contact Title	President and Chief Executive Officer
Contact E-mail Address	maureenw@earlylearningindiana.org
Company Mailing Address	1411 Roosevelt Avenue, Ste. 202
Company City, State, Zip	Indianapolis, IN 46201
Company Telephone Number	317-636-9197
Company Fax Number	463-242-5768
Company Website Address	earlylearningin.org
Federal Tax Identification Number (FTIN)	35-0888763
Number of Employees (company)	285
Years of Experience	122
Number of U.S. Offices	1
Year Indiana Office Established (if applicable)	1901
Parent Company (if applicable)	N/A
Revenues (\$MM, previous year)	\$104,609,943
Revenues (\$MM, 2 years prior)	\$47,254,230
% Of Revenue from Indiana customers	100

- 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. Early Learning Indiana's Disaster Recovery Plan is included as **Attachment 2.3.12(a) Disaster Recovery Plan 2023**.

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

ELI has engaged Gadellnet as its information technology managed service provider (MSP). As part of their ongoing responsibilities, the Gadellnet team regularly reviews workstations, including assigned laptops and other hardware, to ensure usability and to establish a regular refresh and maintenance cycle. We use Microsoft Entra and Sophos Intercept X software to protect against external threats to our network and workstations. Software currently in use for CCR&R CO purposes has been reviewed to ensure it meets widely-held industry standards such as the International Organization for Standardization 27001 Standard (ISO 27001) or other industry-leading security standards. Before implementation, new software is reviewed to confirm it meets current standards. Furthermore, all maintained data onsite is behind a firewall and accessed through secure servers. Permissioned based access is required and enforces Multi Factor Authentication to access. Users accessing data from offsite must authenticate with permission-based credentials and can only access data via a secure and encrypted VPN tunnel. All data in transit is encrypted and Early Learning Indiana undergoes an annual cyber-security audit.

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.

Since 2016, ELI has served as the Child Care Resource and Referral Central Office, providing strategic direction, planning and leading strategic initiatives, providing marketing and data services, developing resources and supporting project implementation statewide to advance the goals of the Office of Early Childhood and Out-of-School Learning and the mission of the Child Care Resource and Referral Network. In addition to its Central Office scope of work, ELI has directly engaged with the State on two large-scale funding initiatives.

- Build Learn Grow. Early Learning Indiana — in partnership with the Indiana Afterschool Network — facilitated the *Build, Learn, Grow* scholarship program, providing financial support to Indiana families working in essential businesses to access high-quality early childhood education and out-of-school care. Throughout the fourteen months of the program, more than \$76M in scholarships reached children and families, providing critical access and relief for families, while

simultaneously reinforcing and boosting system-wide enrollment. Over 17,000 children ages 0-5 received scholarships, with an average of nearly \$4K awarded per child.

- CARES. Early Learning Indiana served as a strategic consultant for the Indiana CARES About Child Care Fund, an effort facilitated by the Child Care Resource and Referral Network to reimburse child care providers with COVID-19 related needs. Drawing upon our experiences facilitating statewide grant initiatives, Early Learning Indiana's team provided supports for design, marketing and administration to ensure consistency and quality of roll-out and implementation across multiple agencies.

In addition to the aforementioned work, our team is intimately knowledgeable about State government, having both worked in collaboration with other States to design and implement statewide education programs and having worked directly inside State government, including overseeing core operations of a 250-person agency with responsibility of approximately 50% of the state's budget.

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.

In addition to our work with the State of Indiana, Early Learning Indiana has a long history of providing early care and education services to other large institutional customers, including the federal government, Indiana University Health and the Lilly Endowment. Below are several examples highlighting our services to clients of a similar size and scope to the State of Indiana.

IU Health

ELI is currently collaborating with IU Health on a multi-year, social-emotional learning curriculum for ELI's Day Early Learning educators and early learning teachers statewide. The work is designed to be implemented by the teachers for their young learners, and ultimately benefiting the children, their families and educators. This joint effort between ELI and IU Health is allowing the program to be based in both education and health. By putting these two powerful ingredients together, outcomes are anticipated to be more positive for children in their social-emotional growth, enabling them to develop more resilience and be

able to better manage their emotions.

Prior to our current grant award from the Community Impact Investment, we supported local quality and capacity initiatives in key IU Health cities statewide through funding to local intermediaries, creating peer learning opportunities for these intermediaries to address issues in project implementation.

Fairbanks

With continued investment from the Richard M. Fairbanks Foundation, Early Learning Indiana is in a multi-year collaboration with Ascend Indiana (Ascend) to address the outdated early care and education workforce preparation models that contribute to a chronic talent shortfall in the early learning industry and working to find meaningful solutions to these pervasive challenges. As a result, ELI is preparing to scale two educator preparation models in partnership with Butler University and Ivy Tech Community College. Moreover, ELI has had the opportunity to share this work with national experts and early childhood providers — throughout the country — facing the same workforce struggles.

Early Head Start Child Care Partnership

As a grantee of the Early Head Start Child Care Partnership (EHS-CCP), Early Learning Indiana has provided high-quality education and coaching services, engaged and supported families, increased health services and became a community resource through a network of five EHS centers, including two outside of the Day Early Learning network. Through this program, ELI delivers an individualized, responsive and inclusive educational approach for all children and families — of all abilities and cultures — promoting optimal opportunities for the healthy growth, education, and development of infants and toddlers.

Lilly Endowment Inc.

Since 2014, the Lilly Endowment Inc. has awarded Early Learning Indiana funding to carry out transformational activities addressing the accessibility, affordability and quality of early learning services statewide. A few highlights of ELI's work follow:

- In 2022, Early Learning Indiana launched the Early Learning Marketplace, which serves as a one-stop shop for families to search for local programs, research their offerings and reserve a seat at their program of choice. Since the site's launch last summer, ELI has onboarded 558 programs to the Marketplace, exceeding its initial goal of 500.

- In 2021, Early Learning Indiana awarded and provided technical assistance to seven organizations throughout Indiana with Stronger Together grants to launch shared service hubs with the objective of establishing economies of scale for child care providers' operations, allowing those providers to focus time and energy on providing high-quality care.
- In 2020, Early Learning Indiana launched the Come Back Stronger Fund — a \$25M effort intended to help offset COVID-related health- and safety-related expenses incurred by early care and education providers — across the state. Nearly 2,000 grants were awarded across three rounds. In addition to supporting materials, physical environments and staffing, providers could also use funds to address learning loss and to add new seats in response to the needs of their community.
- With the success of its Closing the Gap grant program, Early Learning Indiana's capacity-building efforts created 1,594 new high-quality seats, including 574 for infants and toddlers and 1,020 for preschool and pre-K, surpassing ELI's goal of 1,300 new high-quality seats over the course of a three-year period.
- With a focus on improving teacher training, over the past three years, Early Learning Indiana has supported 260 classroom team members in achieving a new credential, exceeding its stated goal of 200 teacher or classroom support credentials achieved.
- Over the past two years, Early Learning Indiana and the National Institute for Early Education Research at Rutgers University led a statewide quality demonstration project designed to assess quality and drive intervention recommendations to participating early learning providers that will improve kindergarten readiness.

2.3.15 Payment - Removed at the request of the agency.