**21-1076 BUSINESS PROPOSAL**

**ATTACHMENT E**

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

***Business Proposal***

* + 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.

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| Since 1986, Public Consulting Group, Inc. (PCG), has provided industry-leading management and technology consulting to help public sector health, human services, education, and other government clients achieve their performance goals and better serve populations in need. PCG-Indiana, Inc. (PCG), has an Indianapolis office and strong presence in the state, and is a wholly owned subsidiary of Public Consulting Group, Inc.  PCG is a leader in workforce development consulting related to the Workforce Innovation and Opportunity Act (WIOA) and other associated programs. We use industry best practices to target workforce challenges and collaborate with leadership from states, regions, and local areas to resolve them. Our team’s expertise includes a thorough understanding of legislation and policies that drive everything from strategic planning and overall system design to specific process improvements that impact day-to-day service delivery and operational effectiveness.  We have provided both program and financial subrecipient monitoring for workforce and human services agencies nationwide. PCG’s team has provided workforce programmatic monitoring services for the last 20 years in five workforce regions in Florida, four regions in Texas, and for workforce systems in Wisconsin, Nebraska, Tennessee, and Arkansas.  PCG has analyzed policies and procedures to support grants management and compliance for state agencies in Massachusetts, Missouri, and Rhode Island. PCG’s focus has been to help our clients improve their compliance to federal and state regulatory requirements, fulfill their contractual obligations, and improve performance to common employment measures, such as entered employment and retention rates.  PCG has also supported Workforce Development Boards, nonprofits, and state agencies in the development of strategic plans, updated policies, and procedure manuals.  PCG firmly believes that your success is our success. We achieve that goal by working as your partner and advisor for this engagement. Our subject matter experts have extensive experience with WIOA and compliance and financial monitoring, and fully understand the workforce domain. Our experience enables PCG to provide expert guidance to the Indiana Department of Workforce Development (DWD) to identify strengths, gaps, and opportunities across programs for oversight functions, particularly involving programmatic and fiscal monitoring. |

* + 1. **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.

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| PCG-Indiana, Inc. (PCG) is an Indiana corporation and is a wholly owned subsidiary of Public Consulting Group, Inc. PCG is a privately owned subchapter S Corporation. In addition to PCG-Indiana, other subsidiaries of Public Consulting Group, Inc. include:     * Eclipse Solutions, Inc. * Integra Choice and Control Pty Ltd * Librus sp z o.o. * Librus sp z.k * Platforma E-Dzienniki Mobired sp z o.o * PCG Academia sp. z.o.o. (PIP) * PCG Advisory Services Ltd * PCG Australia Pty Ltd * PCG Canada ULC * PCG Capital Partners, LLC * PCG CDN, Inc. * PCG Edukacja sp z o.o. * PCG Polska sp z o.o. * PCG UK Holdings Ltd * PCG UK Holdings LLC * Public Consulting Group UK Limited * Public Partnerships-Colorado, Inc. * Public Partnerships LLC * Staffing Solutions Organization LLC * Systems Associates Limited * University Instructors, Inc. * Hornby Zeller Associates, Inc. * Florida Management Solutions, Inc.     Founded in 1986 in Boston, Massachusetts, PCG has more than 2,500 professionals in 59 offices across the United States, Canada, the United Kingdom, and Poland. PCG has an established office in Indianapolis and currently serves Indiana agencies including the Family Social Services Administration and the State Department of Health. PCG formed PCG-Indiana, a subsidiary, in 2009 as part of a business development plan for Midwest expansion. A separate, wholly owned subsidiary, it best positions PCG to pursue opportunities in Indiana in all of PCG's five practice areas:   * Human Services, * Education, * Health, * Public Partnerships, and * Technology.   Wherever possible, PCG seeks to leverage each vertical as supportive and necessary to solve the unique and multidimensional challenges the public sector continually faces. We have included a corporate organization chart, **Appendix A - Company Organization Chart**, that illustrates PCG's corporate structure. The project staffing is outlined in the Technical Proposal, and the project team includes a member of the management team with decision making power and a direct line to corporate support.    PCG partners with agencies on 2,995 active contracts across all 50 states and DC. PCG Human Services will be the lead division on this project. PCG Human Services helps state, county, and municipal human services agencies achieve their performance goals to better serve populations in need. Our seasoned professionals work closely with agency leaders for 246 active contracts to achieve more effective and efficient business, human, and systematic processes by analyzing and assessing service needs; evaluating and designing programs, services, and systems; increasing program revenue; and improving compliance with state and federal regulations through monitoring and other consulting services. This project will be staffed by PCG's seasoned human services and workforce experts to support our work with Indiana Department of Workforce Development.    Through this RFP, PCG can and will benefit Indiana economically and programmatically, consistent with PCG’s mission of helping public sector clients achieve their performance goals and better serve populations in need.    Please find the following documents in the appendices:   * **Appendix A - Company Organization Chart** * **Appendix B - IN Certificate of Authority Formation PCG-Indiana 2009** * **Appendix C - IN Certificate of Existence PCG-Indiana 2020** |

* + 1. **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.

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| We are submitting PCG financial statements that encompass all subsidiaries, including PCG-Indiana. Please see **Appendix D (Confidential) - PCG Financial Statement FY18 & FY19** for Financial Statements for fiscal years 2018 and 2019 (the two most recently completed fiscal years), including an income statement and balance sheet.    **On behalf of PCG-Indiana, the audited corporate financial statements, are proprietary and confidential financial information** within the meaning of Indiana’s Access to Public Records Act (Indiana Code § 5-14-3-1), including but not limited to Section IC 5-14-3-4. The commercial information in these statements includes confidential financial details and strategic, forward-looking statements that, if obtained by PCG competitors, would provide an unfair competitive advantage, including the potential for underpricing and marketing advantages. PCG has consistently supported the confidentiality of its audited financial statements in its proposals and contracts and prohibits its employees from disclosing the information to anyone, either during their PCG employment or following their departure from PCG. |

* + 1. **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 particular 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).

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| The President and Chief Executive Officer (CEO) William Mosakowski, and Chief Financial Officer (CFO) Daniel Heaney of Public Consulting Group, Inc. (the owner of PCG-Indiana, Inc.) have taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. Although PCG is a privately owned subchapter S Corporation and is not directly subject to the requirements of the Sarbanes-Oxley Act, PCG has taken steps to implement a number of the Act’s safeguards and is committed to accurate financial reporting. PCG has the following structural and financial safeguards in place:     * Engagement of an auditing firm whose owners, officers, directors and employees are entirely independent from PCG. * PCG engages multiple Certified Public Accounting (CPA) firms to make sure that the consulting work of the audit firms do not impair their auditor independence. To further assure auditor independence, auditor consulting engagements are reviewed by PCG’s audit committee. * Employment of a Chief Financial Officer (CFO) who is entirely independent from the auditing firm and has no previous or ongoing employment relationship with the auditing firm. * A CFO commitment to take personal responsibility for the thoroughness and correctness of the financial information that PCG has provided. * A corporate board of directors whose members are elected annually. * Maintenance of an integrated accounting software system. * Signature controls and other limits on access to bank accounts. * Strict network security requirements to prevent external access to or manipulation of corporate financial records and information. * A corporate compliance program with comprehensive and enforceable ethics code for all officers and employees. * A compliance hot line for individuals to report activities they believe to be improper. * Maintenance of corporate financial records for all required periods.   A copy of a statement of Financial Stability can be found as **Appendix E - PCG Financial Stability Letter 2020.** |

* + 1. **Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.5.

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| We accept all mandatory clauses and do not require additional non-mandatory clauses. |

* + 1. **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 either **mailed or 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) or mailed to the address listed in section 1.8 of the RFP. 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.

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| **Customer 1** |  |
| Legal Name of Company or Governmental Entity | **Workforce Solutions Capital Area** |
| Company Mailing Address | 9001 N IH 35 Ste 110E |
| Company City, State, Zip | Austin, TX 78753 |
| Company Website Address | [www.wfscapitalarea.com](http://www.wfscapitalarea.com) |
| Contact Person | Janee’ White |
| Contact Title | Director of Contract Compliance |
| Company Telephone Number | 409.670.7138 (cell) |
| Company Fax Number | 512.381.5123 |
| Contact E-mail | janee.white@wfscapitalarea.com |
| Industry of Company | Workforce Development |
| Brief description of deliverables produced for the reference. | Delivering comprehensive program monitoring services of Workforce Solutions (WFS) Capital Area contractors that satisfies WFS contractual obligations under the Texas Workforce Commission (TWC) and the U.S. Department of Labor. Over multiple program years:   * Conducted risk assessment and developed monitoring plan with timeline. * Led entrance and exit conferences with contractors. * Conducted desk review using TWIST system and on-site review of files for each program. * Created monitoring reports and correction tools for the Board staff and contractors that identified findings, systemic issues, and/or observations for each service reviewed. * Developed follow-up plans to ensure implementation of corrective action plans based on monitoring reviews, * Developed recommendations for resolving compliance issues, * Provided follow-up monitoring reports, as necessary. |
| **Customer 2** |  |
| Legal Name of Company or Governmental Entity | **Florida Concrete Masonry Education Council, Inc.** |
| Company Mailing Address | 6353 Lee Vista Boulevard |
| Company City, State, Zip | Orlando, FL 32822 |
| Company Website Address | [www.floridamasonrycouncil.org](http://www.floridamasonrycouncil.org) |
| Contact Person | James Painter |
| Contact Title | Executive Director |
| Company Telephone Number | 352.494.8960 |
| Company Fax Number | N/A |
| Contact E-mail | [jim@floridamasonrycouncil.org](mailto:jim@floridamasonrycouncil.org) |
| Industry of Company | Construction Industry Association |
| Brief description of deliverables produced for the reference. | The Florida Concrete Masonry Education Council was established by Florida law as a Direct Support Organization of the Florida Department of Economic Opportunity. Working closely with the Council’s Board of Directors and Executive Director, PCG provides the Council with a comprehensive suite of operational, administrative and financial services, board governance, policy and procedure development, developing and managing competitive procurements, contract negotiation, grant writing, compliance, and performance monitoring.   * Provides training program support and evaluation over Florida Masonry Apprentice Educational Foundation (MAEF). Currently MAEF is a sponsor of 6,000 pre- and Registered Apprenticeships and 140 schools and independent organizations throughout the state, including in many of our correctional institutions. MAEF is the Florida manager for ten apprenticeship programs where 150 apprentices currently work. * Worked with the Florida Department of Corrections on expanding its in-facility masonry training programs. Inmates receive the same curriculum and hands-on experience as pre-apprentices. This program has been cited as a leading practice and was highlighted at the World of Concrete’s National meeting during the Masonry Contractors Association of America’s Executive Board meeting. * Wrote, submitted, and was awarded competitive grants to underwrite the development of an online masonry education curriculum by the National Center for Construction Education and Research (NCCER). * Helped the Council grow its annual operating revenue to over $2,300,000 through voluntary industry provided contributions. |
| **Customer 3** |  |
| Legal Name of Company or Governmental Entity | **South Dakota Department of Public Safety** |
| Company Mailing Address | 118 West Capitol Avenue |
| Company City, State, Zip | Pierre, SD 57501 |
| Company Website Address | <https://dps.sd.gov> |
| Contact Person | Laura Quasney |
| Contact Title | Program Specialist |
| Company Telephone Number | 605.773.4317 |
| Company Fax Number | 605.773.2955 |
| Contact E-mail | [laura.quasney@state.sd.us](mailto:laura.quasney@state.sd.us) |
| Industry of Company | Government |
| Brief description of deliverables produced for the reference. | PCG assisted the South Dakota Department of Public Safety with revising their Victims’ Services Financial and Programmatic Monitoring Tools for victims’ services subrecipient monitoring efforts. In addition, PCG assisted DPS in completing 25 on-site and desk reviews of victims’ service providers receiving federal victim services grant funding from DSS, such as VOCA, STOP, FVPSA and DASA grants. PCG completed the following activities:   * Contacted DSS grantees receiving an on-site review 45 days in advance of the review and scheduled a review date * Coordinated and e-mailed subrecipient pre-monitoring documents * Reviewed subrecipient policies and procedures for compliance * Performed on-site and desk monitoring reviews to perform financial monitoring and testing. * Reviewed all program financial data, and developed a subrecipient monitoring report and corrective action plan to address provider deficiencies |

**2.3.7 Registration to do Business -** Selected out-of-state Respondents providing the products and/or services required by this RFP must be registered to do business within the State by the Indiana Secretary of State and the Indiana Department of Administration, Procurement Division. The address contact information for this office 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.

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| PCG is registered to do business in the State of Indiana. A copy of the Secretary of State Certification can be found as **Appendix C - IN Certificate of Existence PCG-Indiana 2020**. |

* + 1. **Authorizing Document -** Respondent personnel signing the Transmittal Letter 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.

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| Please see **Appendix F - PCG Signature Authority** for signature. |

* + 1. **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. 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 into 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, 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 Enterprises or Women’s Business Enterprises under IC 4-13-16.5-1. See Section 1.21 and Attachment A for Minority and Women’s Business Enterprises information. Please enter your response below and indicate if any attachments are included.

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| PCG is subcontracting with the following:  **Name: Transform Consulting Group, Inc.**  **Address:** 144 S. Wabash St., Wabash, IN 46992  **State in which formed:** Indiana  **Responsibilities:** Transform Consulting Group, Inc. will provide project management and facilitation support, contributing to project meetings, facilitating visioning sessions, and creating status reports. Transform will also contribute technical writing support, assisting with producing the DWD compliance strategic plan and monitoring manual deliverables.  **Dollar Amount of Subcontract:** $7,960  **Form of Organization:** S Corporation  **Willingness to Carry Out Responsibilities:** Transform Consulting Group, Inc. is willing to carry out their responsibilities as demonstrated by the signed commitment letter, **Appendix H - TCG Subcontractor Commitment Letter**.  **MBE/WBE Status:** WBE  **Attachments Included:**   * **Appendix G - TCG Subcontractor Commitment Letter** * **Appendix H - TCG WBE Certification** * **Appendix I - 1076Attachment\_A\_MWBE\_Form - Transform** |

* + 1. **Reserved**
    2. **General Information** - Each Respondent must enter your company’s general information including contact information.

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| **Business Information** |  |
| Legal Name of Company | PCG-Indiana, Inc. |
| Contact Name | Deborah Joffe |
| Contact Title | Associate Manager |
| Contact E-mail Address | djoffe@pcgus.com |
| Company Mailing Address | 150 W. Market St., Suite 510 |
| Company City, State, Zip | Indianapolis, IN 46204 |
| Company Telephone Number | 317.829.6550 (Indiana Office)  619.270.4060 (Direct) |
| Company Fax Number | 317.829.6551 |
| Company Website Address | www.publicconsultinggroup.com |
| Federal Tax Identification Number (FTIN) | 26-4450810 |
| Number of Employees (company) | 14 (the parent company, Public Consulting Group, Inc., has approximately 2,500 employees) |
| Years of Experience | 11 (the parent company, Public Consulting Group, Inc., has 33 years’ experience |
| Number of U.S. Offices | 1 (the parent company, Public Consulting Group, Inc., has 59 U.S. offices) |
| Year Indiana Office Established (if applicable) | 2009 |
| Parent Company (if applicable) | Public Consulting Group, Inc. |
| Revenues ($MM, previous year) | $230,494 (FY19) |
| Revenues ($MM, 2 years prior) | $232,298 (FY18) |
| % Of Revenue from Indiana customers | 100% |

* 1. 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.

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| Yes. PCG’s Disaster Recovery Plans are designed to provide immediate response and subsequent recovery from any unplanned computing services interruption, such as loss of utility services, building evacuation, or a catastrophic event at the PCG data centers in Austin, Texas and Watertown, Massachusetts. Two plans are maintained to accommodate the two potential failover flows: one from Austin to Watertown and one from Watertown to Austin. PCG Corporate Technology works with our business teams to determine prioritization of key systems that need to be recovered, as well as their timeline for recovery.  Disaster Recovery Plans are tested annually (in both failover directions) and adapted as necessary to better ensure efficiency and success in meeting required Recovery Point Objectives (RPO) and Recovery Time Objectives (RTO). PCG has identified its RPO as requiring that systems are recovered to no earlier than the night prior to the disaster occurrence, and its RTO as being no more than 72 hours, unless otherwise required by client contract. As testing determines areas for improvement, the plans are updated to reflect any required changes.  **We are submitting PCG’s Disaster Recovery Plan which encompass all subsidiaries as Appendix J (Confidential & Redacted) - PCG BCP**. PCG’s Disaster Recovery Plan includes sensitive and confidential data. Competitors could easily use this information to their advantage in positioning themselves within the market and with respect to their responses to certain RFPs. PCG’s disaster recovery plan is not accessible outside the company and internally it is only distributed to individuals on a “need to know” basis. Moreover, PCG has consistently designated the confidentiality of such information in all of its proposals and contracts and has limited internal corporate access. Current and former PCG employees are prohibited from disclosing to anyone outside of PCG the information at issue, which the firm regards as proprietary and confidential to PCG; employees fully understand that PCG will enforce those restrictions. The information is not legally accessible to anyone outside of PCG except for current and prospective PCG clients who have requested the documents to assess PCG’s strength to carry out projected services and who either sign non-disclosure agreements or otherwise treat the documents as confidential. The designation and exclusion of these records qualifies as an exemption to the public records law. |

* 1. What is your company’s technology and process for securing any State information that is maintained within your company?

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| PCG is committed to safeguarding the privacy and confidentiality of customer and company information. PCG’s policies and standards were developed from careful examination and inclusion of National Institute of Standards and Technology (NIST) 800-53 (rev. 4), Health Insurance Portability and Accountability Act (HIPAA), Family Educational Rights and Privacy Act of 1974 (FERPA), and American Institute of Certified Public Accountants (AICPA) Attestation Standards, Section 101 Service Organization Control 2 (SOC2) controls. Our policies and standards are independently tested through an annual SOC 2 Type II assessment conducted by an external auditing firm. These policies and standards affect all PCG business operations, data centers, users, and offices.  PCG data and equipment is hosted at two data centers, one located in Austin, TX and one located in Watertown, MA. The hosting centers are designed to withstand disastrous conditions pertinent to their locations to ensure our systems and equipment won’t go down under extreme conditions and to allow for continued 24/7 operation of PCG’s critical systems. Both data centers are SSAE 16/SOC certified and feature many layered solutions to keep the environment secure. Provisioning of access to PCG assets is tracked throughout the lifecycle of an account, from creation to deletion. All new, changed, or deleted systems access is tracked and requires dual approvals prior to access being granted. PCG regularly audits access to its assets to ensure appropriate access levels are maintained. Shared accounts are prohibited at PCG. Confidential data in PCG’s custody is encrypted while it is at rest and when in motion over untrusted networks, including data traveling via Internet, Wi-Fi, or non-PCG managed/unprotected networks.  Physical access to PCG’s data centers is protected from unauthorized access by use of key cards or a 2-factor- authenticated mantrap (e.g., cardkey, biometric scan), depending on location. Access authorization forms must be completed and authorized by management in order for any new employee to obtain an access badge to the data center facilities. Guest access is controlled via a formal request to the facility by authorized personnel and all guests must be escorted by PCG or facility staff at all times.  PCG has also developed an enterprise-wide data destruction program that allows for consistent, secure disposal of data throughout all of our company. This program includes both destruction of hard and soft copies of data. If a device is to be re-used within PCG, it is fully sanitized and wiped (using DoD 5220.22-M standards) to ensure no data is remaining when it moves on to its secondary use. If a device is to be destroyed, it is sent for secure disposal and destruction with a SOC2-certified company that provides a certification of destruction for each and every device. |

* + 1. **Experience Serving State Governments -** Please provide a brief description of your company’s experience in serving state governments and/or quasi-governmental accounts.

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| Public Consulting Group, Inc. – Indiana (PCG) is a subsidiary of Public Consulting Group, Inc., which is a management consulting firm that primarily serves public sector human services, education, health, and other state, county, and municipal government clients across the country. PCG has dedicated itself almost exclusively to the public sector for over 30 years, resulting in a deep understanding of the legal and regulatory requirements and fiscal constraints that often dictate a public agency’s ability to meet the needs of the populations it serves. PCG’s current work includes projects in 50 states and DC. In Indiana, PCG is currently working with the Department of Education and Family and Social Services Administration.  Among PCG’s state and local government clients are:     * State and local labor and workforce agencies, including state level agencies and local workforce boards; * State and county departments of child welfare, public welfare, social services, mental health, substance abuse, public health, vocational rehabilitation, developmental disabilities, and Medicaid; * State juvenile justice and child care agencies; * State and privately-operated hospitals and other facilities; * County governments, multi-county entities, cities and municipalities; and * State departments of education and school districts.   We have helped numerous public sector organizations to improve federal and state compliance, maximize resources, streamline claiming processes, design and implement IT systems, improve business processes, and improve client outcomes. PCG has workforce and employment services experience with clients in 25 states. PCG has staff with extensive experience and subject matter knowledge on a range of government-related topics, including project management, strategic planning, WIOA, workforce development, programmatic and fiscal monitoring. |

* + 1. **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.

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| PCG has worked with human services agencies across the country for over 30 years. We are one of the leading human services policy consulting firms nationwide, and have worked with many clients, providing workforce development and monitoring consulting services. Some highlights of our PCG experience in workforce development and monitoring follow:  **Florida:** PCG worked with the community-based care (CBC) agency Our Kids Inc., whom contracts with the Florida Department of Children and Families (DCF) to provide child welfare services for over 2,000 children in Miami-Dade and Monroe counties. PCG provided independent fiscal and administrative monitoring services regarding the financial operations of Our Kids Inc. and five full case management agencies (FCMA) subcontracted for delivery of services.  In another engagement in FL, PCG works closely with the Florida Masonry Education Council’s Board of Directors and Executive Director to provide a comprehensive suite of operational, administrative and financial services, board governance, policy and procedure development, development and management of competitive procurements, contract negotiation, grant writing, compliance, and performance monitoring.  **Massachusetts:** MA Executive Office of Labor and Workforce Development (EOLWD) has contracted with PCG to address historical grant management challenges, improve and formalize its grants management processes, and implement new IT solutions to reduce the manual effort required to manage its $235 million (annual) workforce development grant portfolio. PCG assisted with the development of a financial reconciliation and provided recommendations for 17 appropriations, including 413 programs; provided a Federal Grant Management Playbook, containing general grant management rules for various spending areas; and continue to lead and support the Department in documenting and improving current business processes in 10 functional areas.  **Missouri:** MO Department of Social Services (DSS) contracted with PCG to analyze DSS’s VOCA subrecipient compliance efforts, consisting of three stages: 1) VOCA Compliance Analysis; 2) Missouri Compliance Manual Update; and 3) Programmatic and Fiscal Monitoring.  In two separate engagements, DSS contracted with PCG to perform desk and on-site financial and compliance monitoring of Community Action Agencies’ administration of the Community Services Block Grant program (CSBG) and Low-Income Housing Energy Assistance Program (LIHEAP) to ensure these programs are administered in compliance with federal regulations, and all employment and training programs: Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and the Summer Jobs Program.  **Rhode Island:** PCG assisted RI Department of Labor and Training (DLT) with the design and implementation of several new Business Administration sub-units to add capacity for Real Jobs Rhode Island invoicing, monitoring, budgeting and grant coordination. PCG has been tasked with developing programmatic functions, planning tools, and standard processes to assist with new and ongoing fiscal management and compliance.  **South Dakota:** The SD Department of Public Safety contracted with PCG to revise their Victims’ Services Financial and Programmatic Monitoring Tools for victims’ services subrecipient monitoring efforts. In addition, PCG assisted DPS in completing 25 on-site and desk reviews of victims’ service providers receiving federal victim services grant funding from DSS, such as VOCA, STOP, FVPSA and DASA grants.  **Texas:** PCG is delivering comprehensive workforce program monitoring services to Workforce Solutions (WFS) Capital Area contractors that satisfies WFS contractual obligations under the Texas Workforce Commission (TWC) and the U.S. Department of Labor (DOL). |

* + 1. **Reserved**
    2. **Reserved**