

**RFS 21-67195
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 RFS.

Established in 2000, Community Solutions combines the unique talents of individuals from a wide range of backgrounds: public health, evaluation, urban planning, fund development, public policy, social work, research, and non-profit management to help our clients identify and measure progress toward the results they want to achieve. With ten full-time staff and a pool of expert consultants from which to draw, Community Solutions has the ability to engage in a variety of projects aimed at strengthening communities and improving quality of life.

Community Solutions has built a strong reputation in program and system design and evaluation. We take a holistic view of evaluation and believe that it is core to the success of strong programs and effective organizations. It is not an activity done at the end of a grant cycle to meet a funder's requirements. Evaluation is the work of determining the impact that you want to achieve, monitoring progress toward those goals, learning what works, making mid-course corrections, and demonstrating accountability.

When evaluation is done well, all stakeholders have a role. Community Solutions can help organizations and leaders design evaluation strategies that make sense in the context of the day-to-day business while providing opportunities for reflection, learning and growth. We are experienced in supporting organizations of all sizes, as well as community collaborations working collectively to bring change.

While evaluation services are customized to each client's individual needs, the types of services we provide include:

- Helping organizations and collaborations to determine the measurable and attainable impact they intend to achieve.
- Identifying the business processes that must be integrated with service delivery and program implementation in order to effectively track progress toward goals.
- Identifying and improving tools to collect, store, manage, and report data.
- Developing regular internal and external reporting procedures to track progress, identify challenges and opportunities, and demonstrate accountability.

- Assisting clients with communicating impact — telling both the numbers and the story behind the data.

We provide formative and summative evaluation services to an array of clients. While our work spans sectors, the majority of our work centers in three core areas: human services, criminal justice, and public health. Our team has vast experience designing and implementing survey instruments and interview and focus group protocols in each of those sectors. For example, our survey work ranges from street-based, convenience sampling to gather viewpoints on access to healthy foods to random sample surveys designed to determine whether quality of life conditions are shifting for community residents. We work with clients to focus on key evaluation questions and identify the stakeholders who have the answers, and then we design and implement processes to collect data efficiently, professionally, and confidentially. Multiple members of our team have years of experience in qualitative and quantitative data analysis and reporting. Our work products are designed to be digestible and useful to the client and the community.

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.

Community Solutions, Inc is a S-Corp registered in the State of Indiana. Community Solutions is a certified by the state as a Women Owned Enterprise (WBE). Community Solutions is a public health and community development firm that works with public and private entities across the country to support work that strengthens outcomes for communities. Community Solutions does not have more than one product division. Confirmation of S-Corp status and WBE certification and an organizational chart are attached.

2.3.3 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 RFS. 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 RFS.

Community Solutions has an annual fiscal review and does not meet criteria that would require an annual audit.

- 2.3.4 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).

Statement Attached

- 2.3.5 Contract Terms/Clauses** - Please provide the requested information in RFS Section 2.3.5.

Community Solutions is comfortable with the mandatory and non-mandatory terms outlined in Attachment B- Sample Contract and has updated the draft contract with timeline and scope of services language (attached).

- 2.3.6 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 H's 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 RFS. ATTACHMENT H should be submitted to idoareferences@idoa.in.gov. Attachment H should be submitted

no more than five (5) business days after the proposal submission due date listed in Section 1.24 of the RFS. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental Entity	PACE
Company Mailing Address	2855 N. Keystone Ave. #170
Company City, State, Zip	Indianapolis, IN 46218
Company Website Address	https://www.paceindy.org/
Contact Person	Rhiannon Edwards
Contact Title	Executive Director
Company Telephone Number	317-612-6800
Company Fax Number	NA
Contact E-mail	REdwards@PaceIndy.org
Industry of Company	Social Services
Customer 2	
Legal Name of Company or Governmental Entity	Central Indiana Community Foundation
Company Mailing Address	615 N. Alabama St. Ste. 300
Company City, State, Zip	Indianapolis, IN 46204
Company Website Address	https://www.CICF.org
Contact Person	Alicia Collins
Contact Title	Director of Community Leadership
Company Telephone Number	317-634-2423
Company Fax Number	NA
Contact E-mail	Alicia@CICF.org
Industry of Company	Philanthropy
Customer 3	
Legal Name of Company or Governmental Entity	Indiana Coalition to End Sexual Assault and Human Trafficking
Company Mailing Address	931 E. 86 th St. Suite 215
Company City, State, Zip	Indianapolis, IN 46260
Company Website Address	https://icesaht.org/
Contact Person	Tracey Horth Krueger
Contact Title	President and CEO
Company Telephone Number	317-624-2370
Company Fax Number	NA
Contact E-mail	tracey@indianacesa.org
Industry of Company	Nonprofit Organization

- 2.3.7 Registration to do Business** - Selected out-of-state Respondents providing the products and/or services required by this RFS 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 RFS. 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.

Community Solutions is an S-Corp registered with the State of Indiana.

- 2.3.8 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.

Lena Hackett is the legally authorized representative of Community Solutions. Bylaws attached.

- 2.3.9 Subcontractors** - The Respondent is responsible for the performance of any obligations that may result from this RFS 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.

No subcontractors will be used in this project.

2.3.10 Evidence of Financial Responsibility – Not Applicable

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

Business Information	
Legal Name of Company	Community Solutions, Inc.
Contact Name	Lena Hackett, MPH
Contact Title	President
Contact E-mail Address	lena@communitysolutionsinc.net
Company Mailing Address	10 S. New Jersey St., Suite 300
Company City, State, Zip	Indianapolis, IN 46204
Company Telephone Number	31.423.1770
Company Fax Number	n/a
Company Website Address	www.communitysolutionsinc.net
Federal Tax Identification Number (FTIN)	35-2131142
Number of Employees (company)	9
Years of Experience	22
Number of U.S. Offices	1
Year Indiana Office Established (if applicable)	2000
Parent Company (if applicable)	n/a
Revenues (\$MM, previous year)	\$1,276,687
Revenues (\$MM, 2 years prior)	\$1,105,040
% Of Revenue from Indiana customers	94%

- 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.

No. Community Solutions files are held in the cloud and therefore always accessible. In the COVID pandemic, Community Solutions successfully converted to a virtual platform and was able to continue client services uninterrupted.

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

Community Solutions takes data security and human subjects protections very seriously and is accustomed to working with clients to develop shared expectations for data and information management and security. The following policies are employed when working with confidential information:

- All staff involved with data collection and analyses have been certified in Human Subjects Research for Social/Behavioral Researchers through the Collaborative Institutional Training Initiative (CITI Program). Only the staff members directly assigned to a given project have access to confidential project information and data.
- Confidential data are stored in a password-protected, cloud-based file storage and collaboration tool called Bos. Box meets and supports some of the highest benchmarks for security and privacy, including ISO 27001, ISO27018, HIPAA, and the BSI C5 attestation.
- Any suspected or confirmed breach in security is to be reported to the data security officer and the client immediately.
- Data and information are destroyed within the mutually negotiated timeframe.

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

Community Solutions has provided services to the State of Indiana since 2009. Services have been provided to the Department of Correction, Family Social Services Administration, and the Indiana Department of Health.

- 2.3.13 Experience Servicing 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.

Community Solutions has provided evaluation, planning, and facilitation services to multiple programs within the IDOH and funded partners, including:

- Division of HIV/STD/Viral Hepatitis
- Division of Nutrition and Physical Activity/Indiana Healthy Weight Initiative
- Division of Chronic Disease, Primary Care, and Rural Health/Comprehensive Cancer Section; Cardiovascular Health/Cardiovascular and Diabetes Initiative; Respiratory Health/Indiana Joint Asthma Coalition
- Immunization Division/Indiana Immunization Coalition

- Maternal and Child Health Division/Office of Women's Health

Community Solutions has provided evaluation, planning, and facilitation services to dozens of clients – large and small. The following project summaries provide a sampling of relevant previous work:

Project Name: What Matters to YOU? Needs Assessment for People Living with HIV in Indiana (2019) and the Statewide Plan to End the HIV Epidemic and Eliminate HCV in Indiana (2020)

Client: Indiana Department of Health

Primary Contact: Jeremy Turner, Director of the HIV/STD/Viral Hepatitis Division (JTurner3@ISDH.IN.gov)

Timeframe: 2019-2021

Description: Community Solutions was engaged by the Indiana Department of Health to conduct a consumer needs assessment of people living with HIV in Indiana using a random sample survey approach in 2019. The needs assessment measured and evaluated the self-reported needs and barriers to care experienced by PLWH in Indiana. In late 2019, the IDOH engaged Community Solutions to lead planning efforts to develop a statewide plan to end the HIV epidemic in Indiana. This Plan, which will be released to the public in early 2021, includes goals, objectives and strategies aimed at reducing new HIV infections by 90% by 2030. The Plan was developed in partnership and consultation with over 350 stakeholders from across Indiana. These community champions provided input and guidance through surveys, key informant and group interviews, Town Hall sessions, and community and program data analysis.

Project Name: Marion County Mental Health and Substance Abuse Services Capacity Assessment

Client: Richard M. Fairbanks Foundation

Primary Contact: Ellen Quigley, Vice President of Programs (Quigley@rmff.org)

Timeframe: 2018

Description: Community Solutions was engaged by the City of Indianapolis' Office of Public Health and Safety and the Richard M. Fairbanks Foundation to lead an assessment of the community-wide capacity to provide mental health and substance abuse services to residents of Marion County. The purpose of the study was to arm community leaders with key information needed to make critical decisions about where to invest resources to have the greatest impact on the availability and accessibility of treatment services for those in need.

Project Name: Indiana Sexual Violence Primary Prevention Needs Assessment and Gap Analysis

Client: Indiana Department of Health

Primary Contact: Terri Lee, Director, Office of Women's Health (TLee1@ISDH.IN.gov)

Timeframe: 2018

Description: The Indiana Department of Health engaged Community Solutions to

conduct an asset mapping, gap analysis, and needs assessment of sexual violence primary prevention (SVPP) resources in Indiana. Information on SVPP resources was gathered through key informant interviews, program and service data analysis, provider survey, and seven regional listening sessions including over 100 stakeholders throughout Indiana. The resulting report provides crucial information about SVPP resources, gaps and needs in Indiana. As a result, state and regional agencies are better positioned to make strategic decisions about how to mobilize limited resources in order to reduce disparities and maximize the impact of sexual violence prevention efforts.

Project Name: Assessing Disproportionate Minority Contact in Indiana: Phase II

Client: Indiana Criminal Justice Institute

Primary Contact: Tashi Teuschler, Assistant Director, JDAI
(Tashi.Teuschler@courts.in.gov)

Timeframe: 2013

Description: Community Solutions led a collaboration with researchers from the Center for Criminal Justice Research at IUPUI, the IU School of Medicine, and the American Institutes for Research to lead a mixed-methods study to examine and identify potential causes of disproportionate contact among youth of color in the juvenile justice system in three Indiana counties (Allen, LaPorte, and Vanderburgh). The research team created data profiles of the counties, including basic demographic and juvenile risk factor data to present to subjects and then, using semi-structured interview protocols and focus group protocols, asked a series of questions to learn about participants' viewpoints on why such racial disparity exists in their community. Interviews were completed with 112 probation-involved and detained youth across the three jurisdictions. In total, 19 focus groups with 106 participants were conducted with key stakeholders working in the local juvenile justice systems, including: Judges and Magistrates, Prosecutors and Public Defenders, Probation and Detention Center Staff, School Personnel, Police Officers, and Community Service Providers. Using qualitative analysis techniques to analyze the content gathered from focus groups and interviews, the research team produced a report that included findings and recommendations for reducing race-based disproportionality in the juvenile justice systems in each of the three jurisdictions.

Project Name: Fortifying the Frontline: A Study of Homelessness Prevention & Intervention Case Management

Client: United Way of Central Indiana

Primary Contact: Mary Jones, Director of Basic Needs (Mary.Jones@uwci.org)

Timeframe: 2012

Description: The United Way of Central Indiana engaged Community Solutions to conduct an assessment of the strengths and challenges of the system within which Marion County homelessness prevention and intervention case managers work. Community Solutions used a mixed-methods approach, including administrative data analysis (87 agencies), survey (45 agencies), organizational partner focus groups (35

staff representing 28 agencies), consumer focus groups (23 individuals). The resulting report identifies significant barriers which can impede case managers' effectiveness in working with a highly vulnerable population. It offers both broad and specific recommendations for improving the overall system and enhancing the skills of individual case managers.

Project Name: Increasing Access: Understanding & Overcoming Barriers to Services in the Latino Community

Client: Catholic Charities Indianapolis

Primary Contact: Bill Bickel, Holy Family Shelter Director (bbickel@archindy.org)

Timeframe: 2011

Description: Catholic Charities Indianapolis engaged Community Solutions to help answer two important questions: 1. Are our Latino neighbors getting the help they want and need from the organizations that provide services and supports? 2. If not, then what would it take to make sure that Latino individuals and families have access to quality supports and services? To answer these questions, Community Solutions analyzed population-level data to paint a picture of the size and circumstance of the Latino community in Indianapolis, surveyed service providers and analyzed service provider administrative data provided by the United Way of Central Indiana to assess participation in social services and conducted interviews and focus groups with service providers as well as 51 Latino community residents. The resulting report was published in English and Spanish.