

RFS-24-77904
BUSINESS PROPOSAL
ATTACHMENT D

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

Business Proposal

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

PCG-Indiana, Inc. (PCG) is uniquely qualified to fulfill the requirements of this RFS. With over 30 years of experience serving state and local agencies, PCG has extensive experience providing the type of services required by this scope of work. We serve state and municipal clients across the country, helping agencies assess their program and organization structures and partnering with them to improve their processes and the overall impact on the clients they serve.

About PCG

Public Consulting Group LLC (PCG) is a leading public sector solutions implementation and operations improvement firm that partners with health, education, and human services agencies to improve lives. Founded in 1986 and headquartered in Boston, Massachusetts, PCG has four designated practice areas with extensive experience in all 50 states, in six Canadian provinces, and a growing practice in Europe. PCG currently has over 2,000 professionals – all committed to delivering solutions that change lives for the better. Many of our employees have extensive experience and subject matter knowledge in a range of government-related topics, including vocational rehabilitation, special education, aging and disability services, child welfare, public assistance, and Medicaid and Medicare policy. For over 37 years, PCG has used its unique government focus, seasoned management consulting expertise, and integrity-driven approach to deliver outstanding management and operations results to clients.

PCG's mission is to be the market leader in delivering outstanding results to education, health, human services, and other government clients so they can further promote improved outcomes for the people and communities they serve. By delivering a multidisciplinary and holistic approach to solving client problems, we strive to always exceed customer expectations, build lasting partnerships, and provide sustainable, long-term solutions.

Because PCG has dedicated itself almost exclusively to the public sector, the firm has developed 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. We are honored to have helped thousands of public sector organizations maximize resources, make better management decisions using performance measurement techniques, improve business processes, achieve, and maintain federal and state compliance, and, most importantly, improve client outcomes. Many of PCG's employees have extensive experience and subject matter knowledge in a range of government-related topics, from child welfare, public assistance, and Medicaid and Medicare policy to special education, literacy and learning, and school-based health finance. PCG's current work includes projects across the US, in numerous Canadian provinces, and two European countries.

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of services required by this scope of work. We serve state and municipal clients across the country, helping agencies assess their program and organization structures and partnering with them to improve processes and the overall impact on the clients they serve.

About Education

Our Education practice offers consulting services and technology solutions that help schools, school districts, and state education agencies/ministries of education promote student success, transform teaching and learning, improve programs and processes, and optimize financial resources. Together with its state-of-the-art technology, PCG's consulting approach helps educators make effective decisions by transforming data into meaningful results. The practice area has active projects across 46 U.S. states (plus District of Columbia, Bermuda, and Virgin Islands) as well as in five Canadian provinces and Poland. Current and recent clients include 29 state education agencies plus the District of Columbia, 16 of the 20 largest U.S. school districts, more than 5,700 school districts and more than 67,000 schools. Our special education management systems serve nearly 1.7 million special education students across the U.S. PCG has also recovered more than \$6 billion in federal Medicaid funds for school district clients, more than any other consulting firm. Areas of focus include education consulting, instructional and data management solutions, revenue services, and case management. evaluation

Our core consulting competencies in program, strategic planning, and data integration are combined with our expertise in content areas such as special education, school improvement, education leadership, school reform, curriculum development, competency-based instruction, blended/personalized learning, English Learners, early and adolescent literacy, Response to Intervention, and 21st century skills. We apply this combination of content expertise and core competency to our client work at all levels.

Locally, we have been engaged with Indiana Department of Education and clients across the state of Indiana to provide the statewide IEP system, Project SUCCESS Resource Center, professional development to local education agencies and special education programs, health-related service documentation, and Medicaid administrative claiming.

About Human Services

Our Human Services team helps state, county, and municipal human services agencies achieve their performance goals to better serve populations in need. The practice area's seasoned professionals offer proven solutions to help agencies design programs, services, and systems, increase program revenue, cut costs, and improve compliance with state and federal regulations. PCG is a proven national leader in management consulting services for state disability agencies, employment support programs, Temporary Assistance for Needy Families (TANF) programs, state child welfare and juvenile justice programs, workforce investment boards, Social Security advocacy management, early childhood programs, and state Supplemental Nutrition Assistance Programs (SNAP). Currently, PCG has more than 225 active human services contracts spanning 40 states.

We have extensive experience within vocational rehabilitation, WIOA, Pre-ETS, and other disability related programs and services as well as implementing, training, and evaluating service models. PCG has supported various agencies in better aligning investments in job skills training to meet the talent and workforce needs of businesses and industry sectors. PCG has also partnered with many states to improve vocational rehabilitation services to best meet the population's needs. Additionally, our project team has extensive subject matter expertise in vocational rehabilitation and special education.

Our staff are experts in disability, community, and workforce employment services. We have worked with states across the country to support the design, implementation, and assessment of these services with the goals of supporting and maximizing positive outcomes for people. Our employment experts utilize decades of collective

knowledge and experience in workforce and economic development to offer support to employment programs across the country. This expertise ranges from “policy to practice,” including a thorough understanding of legislation and policies that drive strategic planning and overall service design, to specific process improvements that impact day-to-day service delivery and operational effectiveness in the workforce system.

PCG is excited to continue and expand Pre-ETS as a provider in Indiana. We have successfully leveraged our experience with special education and vocational rehabilitation to establish partnerships and effective service models in various sites in the state. For the overall engagement and the direct work with each site, we have collaborated with key stakeholders to develop programs that meet the unique needs of the students, schools and community and have successfully recruited, hired, and trained staff. Providing high-quality Pre-ETS requires a vendor with a strong understanding of how to apply evidence-based practices to students with disabilities and transition services.

PCG has experience and expertise to provide Pre-ETS services for students with disabilities and support Indiana districts to implement comprehensive transition programs. Across these core practice areas, PCG has developed a reputation for designing and delivering effective programming and direct services, professional development, training, and technical assistance. Clients value our approach as collaborative, research-based, and highly engaging. In addition to our staff’s expertise in designing high-quality, capacity-building programs, PCG also has the organizational systems and skillsets to manage complex, multi-year engagements with multiple stakeholders at the state, district, and school levels. We have experience working with state departments and school districts of all sizes, and we customize project deliverables and design solutions that reflect the specifics of the school community.

Through our extensive work with states and LEAs, PCG has developed skills to help guide state and community stakeholders to develop and implement evidence-based practices into existing practice models. We know how to bring stakeholders together to facilitate decision-making and ease the implementation process by creating clear lines of communication. It is through this experience that PCG can provide high- quality Pre-ETS to Indiana students.

PCG has put together a team that has the experience and expertise to meet the Department’s goals for this scope of work. Our team has the necessary experience working with developmental services and vocational rehabilitation staff and employment service providers as well as the knowledge of the training and technical assistance needed to improve the experiences of the state’s employment services and disability support participants. Please see the Technical Proposal for an overview of staff and the Proposal Appendix for all staff resumes.

- 2.3.2 Respondent’s Company Structure** - Please include in 21st-century 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.

PCG-Indiana, Inc. (PCG) is an Indiana corporation and a wholly owned subsidiary of Public Consulting Group LLC. PCG is a privately owned subchapter S Corporation. PCG-Indiana, Inc., a wholly owned subsidiary of Public Consulting Group LLC. PCG is pleased to submit this response and looks forward to expanding our existing work serving Indiana. PCG works

across the country to provide state agencies and local education agencies with the consulting, advising, and operational services requested in this RFS.

PCG-Indiana, Inc.
150 West Market Street, Suite 510
Indianapolis, IN 46204

Public Consulting Group, Inc.
Corporate Headquarters: 148 State Street, Boston, MA 02109
<http://www.publicconsultinggroup.com>

Founded in 1986 and headquartered in Boston, Massachusetts, PCG employs more than 2,500 professionals worldwide. PCG has four key practice areas including Education, Health, Human Services, and Technology. Education will be leading this scope of work and will leverage advisors from Human Services.

PCG has an established office in Indianapolis and currently serves Indiana agencies including the Indiana Department of Education, Family Social Services Administration, and Department of Child Services. PCG formed PCG-Indiana, Inc. a subsidiary, in 2009. As a separate, wholly owned subsidiary, PCG-Indiana, Inc. best positions PCG to pursue opportunities in Indiana across the company.

PCG-Indiana, Inc.'s Certificate of Existence and Corporate Organizational Chart can be found in the Proposal Appendix.

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.

At Public Consulting Group, we are committed to creating solutions that matter for the communities we serve. We strive to create a workforce that reflects those communities and to build an inclusive culture that encourages, supports, and celebrates the diverse backgrounds of our employees. Our success derives from the combination of what we have in common, such as our shared values, vision, and purpose, as well as our differences in perspectives and life experiences. PCG celebrates these differences and believes that diversity drives innovation. The more we can embrace differences within PCG, the better we can serve our diverse clients, and the world in which we live, both now and in the future.

PCG is an Equal Opportunity Employer dedicated to celebrating diversity and intentionally creating a culture of inclusion. We believe that we work best when our employees feel empowered and accepted, and that starts by honoring each of our unique life experiences. PCG is also committed to fully utilizing and treating equally all minority groups, women, veterans, and disabled individuals by following an affirmative action policy and plan. The goals of this affirmative action policy and plan are to eliminate institutional barriers in employment that tend to perpetuate the status quo and to eliminate the effects of any past discrimination. Of our twenty-six executive and senior level officials, six executives identify as a minority category.

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.**

We are submitting PCG's financial statements which encompass all subsidiaries. Please see Confidential Attachments I and II for Financial Statements for fiscal years 2023 and 2022 (the two most recently completed fiscal years), including an income statement and balance sheet.

On behalf of PCG, 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 5-14-3-4-5. 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.

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).

The CEO, William Mosakowski, and CFO, Jon Kanter of Public Consulting Group LLC (the owner of PCG-Indiana, Inc.) have taken personal responsibility for the thoroughness and correctness of any/all corporate 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 of PCG.
- PCG engages multiple CPA firms to ensure that the consulting work of the audit firms does not impair their auditor independence. To further ensure auditor independence auditor consulting engagements are reviewed by PCG's audit committee.
- Employment of a Chief Financial Officer (CFO) who is entirely independent of 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 a comprehensive and enforceable ethics code for all officers and employees.
- A compliance hotline for individuals to report activities they believe to be improper.
- Maintenance of corporate financial records for all required periods.

See the Proposal Appendix for a copy of our Financial Stability Letter from PCG-Indiana, Inc. President, William Mosakowski.

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

PCG accepts the mandatory and non-mandatory contract provisions set forth by the State. PCG has made its understanding and acceptance of these terms clear in our Transmittal Letter. In addition, a sample licensing agreement for our Pre-ETS curriculum platform, Transition Playbook™, is included in this proposal response for consideration. The sample agreement can be found in the proposal appendix.

2.3.7 References - Reference information is captured on **Attachment G** Respondent should complete the reference information portion of the **Attachment G** 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 G** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive **THREE (3) Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment G** should be submitted to idoareferences@idoa.in.gov. **Attachment G** 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.

Customer 1	
Legal Name of Company or Governmental Entity	Mississippi Department of Rehabilitation Services
Company Mailing Address	1281 Highway 51
Company City, State, Zip	Madison, MS 39110
Company Website Address	https://www.mdrs.ms.gov/VocationalRehab/Pages/default.aspx
Contact Person	Ericia Brown
Contact Title	OVR Transition Program Coordinator
Company Telephone Number	(800) 443-1000

Company Fax Number	601-853-5158
Contact E-mail	ebrown@mdrs.ms.gov
Industry of Company	Education
Customer 2	
Legal Name of Company or Governmental Entity	School City of East Chicago
Company Mailing Address	1401 East 144th Street
Company City, State, Zip	East Chicago, IN 46312
Company Website Address	https://www.scec.k12.in.us/
Contact Person	Tamara Pol
Contact Title	Director of Special Education
Company Telephone Number	(219) 391-4100
Company Fax Number	(219) 391-4126
Contact E-mail	tpol@ecps.org
Industry of Company	Education
Customer 3	
Legal Name of Company or Governmental Entity	Crown Point Community Schools
Company Mailing Address	1050 South Main St
Company City, State, Zip	Crown Point, IN 46307
Company Website Address	https://www.cps.k12.in.us/
Contact Person	Marissa Duppstadt
Contact Title	Transition Coordinator
Company Telephone Number	219-663-3371
Company Fax Number	(202) 690-7442
Contact E-mail	Mduppstadt@cps.k.12.in.us
Industry of Company	Education

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.

PCG is registered to do business in the State of Indiana. A copy of the Certificate of Existence can be found in the Proposal Appendix.

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.

Please see the Proposal Appendix for Authorizing Document for authorization for PCG-Indiana, Inc. President, William Mosakowski.

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

Business Information	
Legal Name of Company	PCG-Indiana, Inc.
Contact Name	Amy Howie
Contact Title	Associate Manager
Contact E-mail Address	Ahowie@pcgus.com
Company Mailing Address	150 West Market Street, Suite 510
Company City, State, Zip	Indianapolis, Indiana 46204
Company Telephone Number	(317) 829-6550
Company Fax Number	(317) 829-6551
Company Website Address	www.publicconsultinggroup.com
Federal Tax Identification Number (FTIN)	04-2942913
Number of Employees (company)	16 (the parent company, Public Consulting Group LLC, has approximately 2,158 employees)
Years of Experience	13 (the parent company, Public Consulting Group LLC, 35 years of experience)
Number of U.S. Offices	1 (the parent company, Public Consulting Group LLC, has 51 U.S. offices)
Year Indiana Office Established (if applicable)	2009
Parent Company (if applicable)	Public Consulting Group LLC
Revenues (\$MM, previous year)	8,415,197.80
Revenues (\$MM, 2 years prior)	9,507,929.95
% 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. PCG's Disaster Recovery Plan (DRP) is 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. For services that are hosted only in the Cloud, PCG's Cloud environments have a primary region where production services run and a secondary, fallback region for disasters. PCG products include product specific DRPs and are tested on an annual basis. Product DRPs would facilitate restoring technology and/or continuation of operations in the case of a disaster. Due to the sensitive nature of the DRP, PCG does not share the full version of the DRP with clients but can walk through the redacted plan.

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

PCG is committed to safeguarding the privacy and confidentiality of customer and company information. PCG maintains a comprehensive Security Program based on NIST 800-53 r4. PCG's security program is comprised of a library of Policies, complemented by a library of standards and procedures documents aligned with and in support of the respective policies. These policies, standards and procedures cover all aspects of PCG operations.

PCG successfully maintains an annual SOC2 Type II attestation from a certified third-party auditor in accordance with the requirements of the American Institute of Certified Public Accountants (AICPA). The last attestation was provided to PCG on December 5, 2023. PCG requires Non-Disclosure Agreement (NDA) to obtain a copy of the attestation executive summary. Tatiana Vybornova, CIO Education, can be contacted to obtain the copy. PCG's cloud hosting providers and other third-party IT service providers are subject to annual external validation and auditing by a certified auditing firm in good standing.

PCG's hosting provider AWS maintains its certifications and attestations. AWS supports 143 security standards and compliance certifications, including PCI-DSS, HIPAA/HITECH, FedRAMP, GDPR, FIPS 140-2, and NIST 800-171, helping customers satisfy compliance requirements around the globe. Application security ensures users have access only to the data they have been allowed through user types and roles-based permissions. All data is encrypted using TLS during transport. All data is encrypted at rest using at least AES 256.

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 approvals before 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.

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

Through our extensive work, PCG has developed skills to help guide state and community stakeholders to develop and implement evidence-based practices into existing practice models. We know how to bring stakeholders together to facilitate decision-making and ease the implementation process by creating clear lines of communication. It is through this experience that PCG can provide high-quality Pre-ETS to Indiana students. The following are examples of related projects that PCG is currently engaged in or has completed in the past.

State of Indiana, Vocational Rehabilitation – The office of vocational rehabilitation partnered with Indiana in 2017 to provide Pre-ETS in priority counties and has expanded work in 11 districts. PCG partnered with local education agencies and special education cooperatives to evaluate programming, design programs, and implement services for students with disabilities. Programs are customized to the needs of the schools and students and include services

provided weekly, daily and in a variety of school and community settings. PCG is collaborating with other state Pre-ETS providers to deliver services for students with significant disabilities.

State of Mississippi, Department of Rehabilitative Services – In 2019, PCG began providing Pre-ETS for school districts in Mississippi. PCG is pleased to expand in Mississippi, and leverage experience in Pre-ETS services, relationships with LEAs, and knowledge in special education, transition, and Vocational Rehabilitation, to provide quality services to transition-aged students to learn more about employment and support a seamless transition to adulthood.

Indiana Department of Education – From 2013-2021, PCG's Project Success provided technical assistance for implementation of the Indiana Alternate Academic Standards for students with significant cognitive disabilities. PCG's technical assistance center provided local educational agencies (LEAs) with guidance and support to help students with disabilities achieve higher academic and communication outcomes and leave high school college, career, and community ready. Our Project Success website (<https://projectsuccessindiana.com/>) provided users with access to professional development materials, webinars, and resources created in collaboration with the IDOE, that support teachers implementing state standards for students with disabilities. PCG is also delivering statewide professional development institutes across the state that address assessing and aligning grade-level standards for students with disabilities. Our assistance center continually delivered professional development, instruction, and on-site technical assistance to LEAs, and responded to statewide IDOE assignments to intervene with selected LEAs and schools based on needs.

State of Indiana, Family and Social Services Administration – From 2016 through 2020, PCG worked with the Indiana Family and Social Services Administration (FSSA) Bureau of Rehabilitation Services (BRS) to complete a comprehensive program evaluation of the recently implemented Vocational Rehabilitation Employment Services Model (ESM). The ESM model is a combination of hourly services and milestone phases to promote effective service delivery and support higher quality performance outcomes. PCG collected, cleaned, and analyzed a wide array of programmatic data to produce quarterly reports intended to measure a variety of performance outcomes and metrics to help BRS understand how their ESM has impacted the Indiana Vocational Rehabilitation program.

State of Indiana Division of Disability and Rehabilitative Services – Vocational Rehabilitation (VR) Claims Payment System and Fiscal Services Administration (FSSA) Bureau of Rehabilitation Services (BRS) to provide a Vendor Registration and Claims Payment System (VR CPS). The system is for Vocational Rehabilitation providers to register to provide VR services/goods, view prior authorizations, submit claims, view claim status, view payment status, and submit fund recoveries. Beginning in 2017, the PCG team of IT professionals, subject matter experts, and analysts worked closely with FSSA staff to customize the system to meet Indiana's specific business and operational needs. The vendor registration module went live in September 2018 and claiming operations started in May 2019. PCG provides fiscal agent services, including provider enrollment, banking set-up, provider payment, account reconciliation and customer support for over 1,000 users and about \$45 million in claims annually.

Kansas Rehabilitation Services, End-Dependence Kansas Implementation, Monitoring, and Support – Since 2015, in an engagement with the state of Kansas, PCG is supporting Kansas Rehabilitation Services (RS) to implement a five-year \$25 million grant entitled "End-Dependence Kansas", aimed at implementing several evidence-based practices (EBPs) for individuals with disabilities. PCG's focus is on project management, training and technical assistance, evaluation, and reporting. As part of our project management activities, PCG established a Strategic Advisory Committee and Project Oversight Panel to engage all relevant community stakeholders. For the training and technical assistance component, PCG conducts this through partnerships with several purveyors of vocational rehabilitation EBPs so that

community partners are properly trained and supported. The fourth component, Reporting, is comprised of a number of reporting activities including progress reports and quarterly performance reports as well as evaluation of performance, cost, training, and technical assistance data.

Massachusetts Department of Elementary and Secondary Educations - From 2017-2019, PCG engaged with the Massachusetts Executive Office of Education, Department of Elementary and Secondary Education, and Department of Higher Education to support the New Skills for Youth grant initiative, also known as High-Quality College and Career Pathways. The initiative is designed to increase student access across the Commonwealth to career pathways and improve the state's pipeline of skills workers for high demand opportunities. PCG provided project management, communications strategy, and professional development curriculum for K12 and Higher Education faculty, staff, and administrators statewide. PCG supported the cross-agency group from grant inception to its close, and the progression to using new state budget funds to sustain and scale the program.

Tennessee Department of Education – From 2011-2014 PCG provided The Tennessee Academic Specialists (TAS) Program is a statewide effort to support Tennessee's High Priority Schools as they work to achieve AYP status. The Academic Specialists work alongside teachers and school leaders to identify unique school needs, implement school improvement plans, and provide professional development and coaching in recognized areas of need. The Tennessee Department of Education partnered with PCG to provide program evaluation services thru March 2014 that explore the characteristics and impact of the TAS program, professional development, and services and to make recommendations for continued increase in student achievement.

Oregon Department of Human Services, Vocational Rehabilitation – Beginning in 2019, PCG began working to complete a statewide, comprehensive needs assessment of individuals with disabilities (the "Comprehensive Statewide Needs Assessment" or "CSNA"). The goals of this project include compliance with 34 CFR §361.29 requiring the completion of a CSNA to determine the rehabilitation needs of individuals with disabilities residing within Oregon who are looking to obtain or maintain employment/advance within their career, especially those unserved or underserved by Vocational Rehabilitation. In addition, the CSNA will yield valuable information regarding known and unknown participant levels (impacts VR program's outreach and operations). The completed CSNA will help VR determine the current state of available programs for individuals with disabilities being served by VR or other disability support programs and identify areas for improvement and expansion.

The PCG team has a wealth of experience to bring to this engagement in Indiana. No corporate expansion is required to complete this work; however, additional staff may be hired to serve students.

2.3.12 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.

PCG brings deep knowledge and understanding of vocational rehabilitation due to numerous engagements supporting clients across the nation with their vocational rehabilitation programs and apprenticeship programs, including **Indiana, Massachusetts, and California**. Engagements have included training vocational rehabilitation staff, implementation of programs, and rate setting activities. PCG has a unique understanding of employment support programs through these engagements. We are trained in evidence-based employment support models and conduct technical assistance on these models and programs. With this expertise, coupled with our knowledge of best practices, we are interested in taking this to help develop a

more consistent, sustainable service network for students with disabilities. PCG also has experience in and understanding of the broader world of workforce development, including developing employer relationships, identifying employer needs, and working to address those skill gaps/needs through our apprenticeship program.

In addition to the relevant clients listed in 2.3.11 Experience Serving State Governments, PCG has partnered with the following organizations and agencies:

Contra Costa County, California Workforce Development Board – In 2016-17 PCG supported them as they employed national best practices in WIOA implementation and aligned with state and federal guidance. We assisted in the development and drafting of a local plan, provided an economic analysis brief addressing labor market and demographic trends, facilitated focus groups, developed a strategy for 30-day public comment period, facilitated a board retreat, and developed a 4-year local plan.

Clark University – Beginning in 2019, PCG partnered to support a national apprenticeship expansion project. PCG serves as the primary private sector partner, business consortium lead and apprenticeship sponsor for Clark University's \$12 million Scaling Apprenticeships through Sector-Based Strategies United States Department of Labor, Employment and Training Administration (DOLETA) grant awarded in early 2019. PCG serves in an administrative and support capacity as the workforce development and apprenticeship subject matter consultant, and as a workforce intermediary to Clark University, the lead entity, in the development of five (5) new information technology registered apprenticeships and enrollment of 5,000 individuals into IT and IT-related pre- and registered apprenticeships in eight states nationally.

Massachusetts Commission for the Blind – In 2020 PCG completed a number of vocational rehabilitation research initiatives for the This work included:

- Pre-ETS needs Assessment for consumers receiving Pre-Educational and Training Services (Pre-ETS).
- Comprehensive Statewide Needs Assessment (CSNA) of individuals who are blind or visually impaired.
- Study of Vocational Rehabilitation Closures during the past five years, both for successful and not successful outcomes.
- Vocational Rehabilitation Needs Assessment for consumers who are receiving vocational rehabilitation services.
- Study of Tax Tables as it Relates to Vocational Rehabilitation Consumers focused on the tax tables and deductions data of blind consumers.
- Feasibility of Apprenticeships in Emerging Industries for Blind Vocational Rehabilitation Consumers to assess the feasibility of apprenticeships for legally Blind Vocational Rehabilitation Consumers in emerging industries.
- Feasibility of Blind Business Enterprises on eBay or Amazon to study the feasibility of legally blind business enterprises, specifically those on an internet platform, to identify what scale would be needed to make such an enterprise successful and what types of supports would be needed by an organization such as MCB.