

State of Arkansas Bureau of Legislative Research

Procurement Process Consulting Services

Technical Proposal

August 18, 2017 4:30 PM CDT

RFP#: BLR-170003

Jillian Thayer
500 Woodlane Street
State Capitol Building
Room 315
Little Rock, Arkansas 72201



148 State Street, Tenth Floor
Boston, Massachusetts 02109
Tel. (617) 426-2026, Fax. (617) 426-4632
www.publicconsultinggroup.com

Cover Letter





Public Focus. Proven Results.SM

August 18, 2017

Ms. Jillian Thayer
Bureau of Legislative Research
State Capitol Building, Room 315
500 Woodlane St.
Little Rock, Arkansas 72201
thayerj@blr.arkansas.gov

Dear Ms. Thayer:

Public Consulting Group, Inc. (PCG) is pleased to submit our response to RFP # BLR-170003 issued by the State of Arkansas for procurement process consulting. In the attached proposal, you will find a detailed response discussing our qualifications, pricing, and approach to addressing the services requested in this RFP. As you review our proposal, please consider the following experience and benefits that PCG's offering will bring to the Bureau of Legislative Research (BLR):

- **Our team has direct experience leading procurement improvement initiatives for large public organizations.** PCG has led improvement projects for several procurement organizations – all with a focus on implementing best practice procurement processes, systems, and strategies. Our team has driven the success of procurement reform work for 3 separate organizations in **Detroit** (including the City of Detroit, Detroit Building Authority, and the Detroit Land Bank Authority), which impacted over 10,000 staff and 25,000 suppliers. In addition, a member of our project team was centrally involved in designing and implementing **Commonwealth of Massachusetts's** eProcurement system (COMMBUYS). The project team will leverage their subject matter expertise and experience with procurement organizations to help BLR dramatically improve the rules and regulations that drive procurement in Arkansas.
- **PCG has experience helping legislators transform public systems for the better.** We are equipped to quickly analyze Arkansas's legislation and support BLR in making legislative changes that will positively impact ground-level operations. Recently, we assisted with drafting procurement and grants management legislation for 2 financial divisions of the City of Detroit. Prior to joining PCG, members of our project team held legislative roles within the Commonwealth of Massachusetts and State of Rhode Island.
- **With over 30 years of public sector experience, we have helped states from coast to coast design and implement transformative changes.** Changes resulting from this project would impact Arkansas's 200+ agencies, tens of thousands of employees, and suppliers across the country. Changes of that magnitude require a design and stakeholder engagement approach that has been tested again and again. By partnering with PCG, Arkansas will benefit from our experience successfully designing large-scale changes across nearly every type of government program. Our proposal details PCG's experience helping states influence public programs through or as a result of state and federal legislation in in **North Carolina, South Carolina, Nebraska, and Pennsylvania.**

148 State Street, 10th Floor, Boston, Massachusetts 02109 | Telephone: (617) 426-2026 | www.publicconsultinggroup.com

August 18, 2017

State of Arkansas, Bureau of Legislative Research
Procurement Process Consulting Services
BLR-170003

Ms. Jillian Thayer
August 18, 2017
Page 2

If you have any questions about our proposal, please do not hesitate to contact Brian Howells at (617) 426-2026 or bhowells@pcgus.com. We appreciate the opportunity to submit an offer on this critical work, and look forward to your review of our proposal.

Sincerely,



Jill Reynolds
Manager

148 State Street, 10th Floor, Boston, Massachusetts 02109 | Telephone: (617) 426-2026 | www.publicconsultinggroup.com

Table of Contents

COVER LETTER.....	1
SECTION 1. GENERAL INFORMATION.....	4
SECTION 2. OVERVIEW	7
SECTION 3. PROCUREMENT PROCESS CONSULTING SERVICES	8
SECTION 4. COST PROPOSAL	9
SECTION 5. ADDITIONAL VENDOR REQUIREMENTS.....	10
SECTION 6. EVALUATION CRITERIA FOR SELECTION	61
ATTACHMENT A – OFFICIAL PROPOSAL PRICE SHEET (SEE SEPARATE BINDER)	62
ATTACHMENT B – WORK SAMPLES.....	63
ATTACHMENT C – FORMS	64

Section 1. General Information



SECTION 1. GENERAL INFORMATION

1.0 INTRODUCTION

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.1 ISSUING AGENCY

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.2 SCHEDULE OF EVENTS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.3 CAUTION TO VENDORS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.4 RFP FORMAT

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.5 ALTERATION OF ORIGINAL RFP DOCUMENTS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.6 REQUIREMENT OF AMENDMENT

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.7 RFP QUESTIONS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.8 SEALED PRICES/COST

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.9 PROPRIETARY INFORMATION

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.10 DELIVERY OF RESPONSE DOCUMENTS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.11 BID EVALUATION

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.12 ORAL AND/OR WRITTEN PRESENTATIONS/DEMONSTRATIONS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.13 INTENT TO AWARD

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.14 APPEALS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.15 PAST PERFORMANCE

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.16 TYPE OF CONTRACT

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.17 PAYMENT AND INVOICE PROVISIONS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.18 PRIME CONTRACTOR RESPONSIBILITY

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.19 DELEGATION AND/OR ASSIGNMENT

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.20 CONDITIONS OF CONTRACT

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.21 STATEMENT OF LIABILITY

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.22 AWARD RESPONSIBILITY

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.23 INDEPENDENT PRICE DETERMINATION

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.24 PUBLICITY

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.25 CONFIDENTIALITY

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.26 PROPOSAL TENURE

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.27 WARRANTIES

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.28 CONTRACT TERMINATION

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.29 VENDOR QUALIFICATIONS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.30 NEGOTIATIONS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.31 LICENSES AND PERMITS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

1.32 OWNERSHIP OF DATA & MATERIALS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

Section 2. Overview



SECTION 2. OVERVIEW

2.0 PROCUREMENT STUDY OVERVIEW

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

2.1 OBJECTIVES

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

Section 3. Procurement Process Consulting Services



SECTION 3. PROCUREMENT PROCESS CONSULTING SERVICES

3.0 SCOPE OF WORK/SPECIFICATIONS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

3.1 PROCUREMENT PROCESS CONSULTING

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

3.2 PROCUREMENT OF GOODS AND ESRVICES

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

Section 4. Cost Proposal



SECTION 4. COST PROPOSAL

4.0 COMPENSATION

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

4.1 PAYMENT SCHEDULE

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

4.2 TRAVEL, LODGING, AND MEALS

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

Section 5. Additional Vendor Requirements



SECTION 5. ADDITIONAL VENDOR REQUIREMENTS**5.0 COMPREHENSIVE VENDOR INFORMATION**

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

5.1 VENDOR PROFILE

Requested Information	Response
<ul style="list-style-type: none"> Business Name; 	Public Consulting Group, Inc.
<ul style="list-style-type: none"> Business Address; 	148 State Street, 10 th Floor, Boston, MA 02109
<ul style="list-style-type: none"> Alternate Business Address; 	N/A
<ul style="list-style-type: none"> Primary Contact Name, Title, Telephone, Fax, and E-mail Address; 	Jill Reynolds, Manager P: 617-426-2062 F: 617-426-4632 E: JReynolds@pcgus.com
<ul style="list-style-type: none"> How many years this company has been in this type of business; 	31 years; since 1986
<ul style="list-style-type: none"> Proof that the Vendor is qualified to do business in the State of Arkansas; 	Please see the next page for PCG's Certificate of Good Standing.
<ul style="list-style-type: none"> A disclosure of the Vendor's name and address and, as applicable, the names and addresses of the following: If the Vendor is a corporation, the officers, directors, and each stockholder of more than a ten percent (10%) interest in the corporation. 	Public Consulting Group, Inc. 148 State Street, 10 th Floor Boston, MA 02109 Shareholders with >10% interest in the corporation: William S. Mosakowski 148 State Street, 10 th Floor Boston, MA 02109 Stephen P. Skinner 148 State Street, 10 th Floor Boston, MA 02109 RAM Investment Holdings, LLC 148 State Street, 10 th Floor Boston, MA 02109
<ul style="list-style-type: none"> A disclosure of all the states and jurisdictions in which the Vendor does business and the nature of the business for each state or jurisdiction; 	Please see table on page 13.
<ul style="list-style-type: none"> A disclosure of all the states and jurisdictions in which the Vendor has contracts to supply procurement process consulting services and the nature of the goods or services involved for each state or jurisdiction; 	<ul style="list-style-type: none"> City of Detroit State of South Carolina
<ul style="list-style-type: none"> A disclosure of the details of any finding or plea, conviction, or adjudication of guilt in a state or federal court of the Vendor for any felony or any other criminal offense other than a traffic violation committed by the persons identified as management, supervisory, or key personnel; 	There are no details of any finding or plea, conviction, or adjudication of guilt in a state or federal court of PCG for any felony or any other criminal offense other than a traffic violation committed by the persons identified as management, supervisory, or key personnel;

<ul style="list-style-type: none">• A disclosure of the details of any bankruptcy, insolvency, reorganization, or corporate or individual purchase or takeover of another corporation, including without limitation bonded indebtedness, and any pending litigation of the Vendor;	PCG has no details or records of any bankruptcy, insolvency, reorganization, or corporate or individual purchase or takeover of another corporation, including without limitation bonded indebtedness, and any pending litigation;
<ul style="list-style-type: none">• A disclosure of any conflicts of interest on the part of the Vendor or its personnel that will be working on this project, especially regarding financial interests that would be impacted depending on the recommendations ultimately made by the Subcommittee.	There are no conflicts of interest on the part of the PCG or its personnel that will be working on this project, especially regarding financial interests that would be impacted depending on the recommendations ultimately made by the Subcommittee.
<ul style="list-style-type: none">• Additional disclosures and information that the Subcommittee may determine to be appropriate for the procurement involved.	None.



**Arkansas Secretary of State
Mark Martin**

State Capitol Building ♦ Little Rock, Arkansas 72201-1094 ♦ 501-682-3409

Certificate of Good Standing

I, Mark Martin, Secretary of State of the State of Arkansas, and as such, keeper of the records of domestic and foreign corporations, do hereby certify that the records of this office show

PUBLIC CONSULTING GROUP, INC.

formed under the laws of the state of Massachusetts, and authorized to transact business in the State of Arkansas as a Foreign For Profit Corporation, was granted a Application for Certificate of Authority by this office September 16, 1998.

Our records reflect that said entity, having complied with all statutory requirements in the State of Arkansas, is qualified to transact business in this State.



In Testimony Whereof, I have hereunto set my hand and affixed my official Seal. Done at my office in the City of Little Rock, this 1st day of August 2017.

Mark Martin

Mark Martin
Secretary of State

Online Certificate Authorization Code: 23f2def97c3f1e9

To verify the Authorization Code, visit sos.arkansas.gov

	Aging and Disability	Business Enablement	Business Solutions	Child Care and Early Education	Child Welfare and Juvenile Justice	Cost Allocation	EDU Student Information System	Education Consulting (EC)	Eligibility and Benefits Solutions	Employment and Income Maintenance Services	Fiscal Intermediary	Health Care Financing Solutions	Health Innovation, Policy & Information Technology	Healthcare Strategy & Finance	Human Services Strategy & Finance	Instruction and Data Management Solutions (IDMS)	International	Medicaid	Payer Services	Project Assurance	Revenue Services and Case Management (RSCM)	Staffing Services Organization	Strategy, Architecture, Planning & Procurement	University Instructors (UI)	Grand Total
Alabama	1							1		1			1							2				1	7
Alaska					1			2		1		4	2								13				23
Alberta								1																	1
All US States					1	1		8		2	2	1			2	7					4				28
Arizona			2		4	1		13			2	7			1	3			1	3	5		2		44
Arkansas					1	2		1		1			4		1						1				11
Australia											1														1
Bermuda																					1				1
British Columbia								4								2									6
California		17	18	3	11		2	46		45	4		2		9	8				21	29	1	6	3	225
Colorado	2	1	4	4	3	4		5		4	1	3	8		5	2			1	8	4				59
Connecticut				1	1			7		1	1		2		1	1					3	1			19
Delaware					2	5		5		1		1	5		1				1	1	2				24
District of Columbia				1	1			1		2	2	5	3			1			1		4			1	22
Florida			1		4	1		10		3	3	8			3	2			3	1	8				47
Georgia		2	2		6			11		3	3				3	4			1	5	17			21	78
Hawaii		1				1		1		2			2			2				5					14
Idaho					1					42															43

Illinois		1			2	1		8	1	5	1	4			1	10			2		76			1	113
Indiana	4				1			11		1	1				5	1			1		194	1			220
Iowa				2	1			4		1	2		2		2	2			2						18
Kansas	2			1	1					4	3	3	2		1	1			2		6				26
Kentucky					2			3					2			4			1		14			1	27
Louisiana					2			1		1		2				2			1	1	3				13
Maine				1		1		2		2	4		1		2				2						15
Manitoba								2																	2
Maryland			1	1	1	1		7		2					3	1			2		2			3	24
Massachusetts	2	1	3	13	10	7		41		6	68	28	13	1	10	7	1		3	1	63			9	287
Mexico								1																	1
Michigan				8	3	4		17		6	1	3			4	2		1	2	2	68			5	126
Michigan - Detroit								2		4					3										9
Minnesota			1	2	2			1		3	1	1	2		2					1	7				23
Mississippi			1		1	1		5					2		1				1		3				15
Missouri				1	3	3		4		7	1	9	2		1				1	2	4				38
Montana			1																1	1					3
Nebraska					2			1							1						1				5
Nevada					2	5		19	2	1	4	1			2	3			1		6			1	47
New Hampshire		1						5		1		13	7						2		1				30
New Jersey				2		1		18		3	3	3	1		2	8			1		102			4	148
New Mexico			1	1				5		1		2	2								3				15
New York	1			2	3	3		27		19	2	4	3		4	8			1	1	12	1		4	95
New York - New York City					1			1													1			3	6
New Zealand										1															1
North Carolina		1		3	4	1		11		6	1	3	5		1	6			9		169			11	231
North Dakota																1			1						2
Nova Scotia																1									1
Ohio			1	2		1		5		4	2	5	1			2			11		15			1	50
Oklahoma			1			1		5			2	2			1				2	1	22			1	38
Ontario								6								22					13				41
Oregon		1								9	7	2	1		2										22

Pakistan															1									1	
Pennsylvania			2	1	2	2		6		5	3		3		3			2		15		1		45	
Pennsylvania-Philadelphia																			1				1		
Poland							1									13							14		
Puerto Rico																		1					1		
Quebec								3							5								8		
Rhode Island	1		1		6	3		6		4			4		1			2	1	12				41	
Saskatchewan								1							5								6		
South Carolina	2							5		1	2		1							32			13	56	
South Dakota			1		1								2		1			2		2				9	
Tennessee			1	1	1			8		1	4	4	4			7				120			2	153	
Texas			4	1	2			13		6	1	39			3	15		1	2	31			6	124	
United Kingdom																	58							58	
Utah					1					1		1			1	1		2		26				33	
Vermont	1		1			3		3		2		2						1		23				36	
Virgin Islands				1				2											1	2				6	
Virginia					1			8		2	6	2	2		1	3				155		1	37	218	
Washington		2	9	6	2	1		2		32	2	2	8		3	2		1	8	233	1			314	
West Virginia								1		1	2	1						1		1				7	
Wisconsin					1			3		3		6	4					3		7				27	
Wyoming											1		1			1			1	1				5	
Grand Total	16	28	56	58	94	54	3	389	3	253	143	173	104	1	87	153	72	1	70	72	1538	5	10	129	3512

5.2 GENERAL INFORMATION

No additional information.

5.3 DISCLOSURE OF LITIGATION

"There is no past or pending criminal litigation or indictment involving Vendor. Nor is there any pending civil litigation that would compromise PCG's ability to perform the work described in this proposal. Otherwise, the following matters (excluding any administrative matters such as workers' compensation cases) where Vendor is a party are pending:

Border Area Mental Health, Inc., et al. v. United Behavioral Health, Inc., et al., No. 1:16-CV-01213 (U.S. District Court, District of New Mexico). Plaintiff mental health care providers claim that a 2013 audit performed by PCG for the State of New Mexico improperly led to the plaintiffs being replaced with other providers in the state Medicaid program. PCG denies the allegations.

Currier, McCabe and Associates, Inc. v. Public Consulting Group, Inc., No. 1:13-cv-00729-GLS-RFT (U.S. District Court, Northern District of New York) -- The plaintiff alleges in this June 2013 complaint that PCG breached a teaming agreement by not entering into a subcontractor agreement following contract award by the NY Department of Health. PCG denies the allegations and asserts legitimate business reasons for its actions. PCG's motion to dismiss was granted in part, and motions for summary judgment by both parties are pending.

Public Consulting Group, Inc. v. Foundation of Exceptional Achievers, Inc., No. 17gc8715 (GS Court of Davidson County, TN) – PCG seeking to recover fees for work performed that FEA never paid for despite a valid contract.

5.4 EXECUTIVE SUMMARY

PCG is excited to submit this proposal and for the opportunity to help Arkansas create a leading practice procurement organization. While successful operations are driven by many factors, an organization's ability to deliver vital services is significantly impacted by their ability to procure and contract quickly, effectively, and transparently. Our team offers an ideal combination of experience, subject matter expertise, and fresh perspective to help the Review Subcommittee accomplish its goals.

Our Experience

We have helped procurement organizations and state level agencies across the country implement meaningful change at the legislative, policy, and operational levels. In this response, we provide detailed explanations of our past work including procurement process consulting and legislative analysis and improvement projects. Specifically, we discuss:

- Our procurement reform work with the City of Detroit, Detroit Building Authority, and Detroit Land Bank; and
- Our experience providing legislation analysis and recommendations in South Carolina, North Carolina, Nebraska, and Pennsylvania.

We also discuss our team's specific qualifications and experience related to the requested scope of work through **detailed resumes and biographies**. The proposed project team includes staff who have first-hand procurement process consulting experience through our work in Detroit and the Commonwealth of

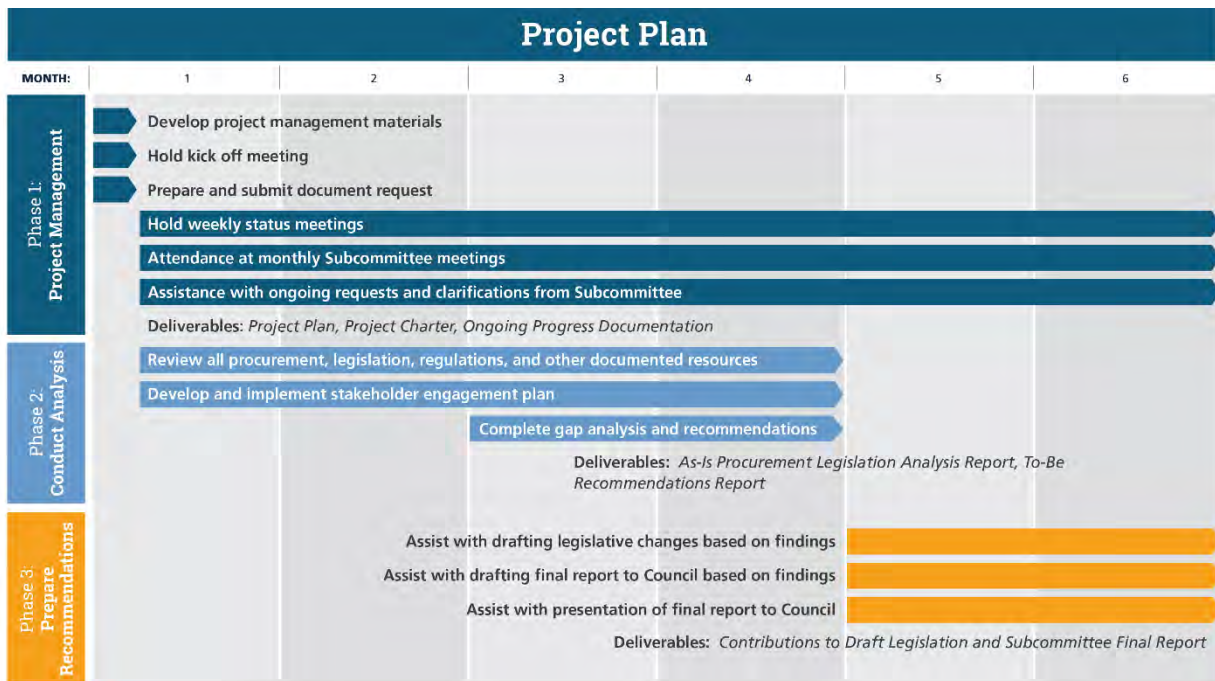
Massachusetts. In addition, the team also has first-hand legislative experience that uniquely positions us to support the Review Subcommittee in this work.

Our Approach and Implementation Plan

PCG has prepared a comprehensive approach to the procurement analysis and recommendations requested by BLR. Using the following work plan, our team will:

- Study current procurement processes and requirements, including without limitation the process and requirements for requests for qualifications and the process and requirements for evaluating responses to requests for proposals and requests for qualifications;
- Study the impact of procurement processes on the legal, architectural, engineering, construction management, and land surveying professions; and
- Recommend changes to the procurement laws, regulations, and processes.

The project team is available to begin work immediately following contract execution and plans to complete this work within 6 months from the contract execution date, within the following phases of work.



Phase 1: Project Management describes for how we will manage this project throughout its lifecycle: from initiation/conceptualization, planning, and execution through monitoring and closing. In this section, we explain:

- PCG's Project Management Methodology (PMM);
- General principles of our approach to project management and a specific plan to manage project communications, risks, and quality;
- Tools our we will use to carry out project management functions;
- Detailed tasks our Project Manager will carry out, starting with the date of contract execution, to lead the team through various project initiation activities (including developing project

management materials, holding the project kick off, preparing the document request, and attending monthly Subcommittee meetings); and

- How we will document and share project management work with BLR in the form of a **Final Project Plan, Project Charter, and Ongoing Progress Documentation**.

Phase 2: Analyze Procurement Laws, Regulations, and Documented Resources describes how we will go about reviewing the current procurement environment. In this section, we discuss our detailed approach to leading improvement projects, analyzing the current environment (including existing legislation and other resources), engaging stakeholders, and designing actionable recommendations. Specifically, we discuss:

- PCG will apply its proven Sustainable Change™ methodology for helping public organizations achieve meaningful and lasting change to guide our work with Arkansas. This approach includes a collection of concepts and tools informed by PCG's 30 years of government experience and adapts industry leading methodologies such as Lean, Six Sigma, Organizational Effectiveness concepts created by the American Public Human Services Association (APHSA);
- Our analytical framework we will apply to Arkansas's procurement legislation to determine its level of alignment with best practice procurement and necessary levels of clarity and consistency for effective legislation;
- The process we will use to engage various stakeholder groups through surveys, facilitated sessions, and observations. We provide a tailored approach for how we will engage legislators, suppliers, the Office of State Procurements, and State Departments; and
- How we will document and deliver our analysis to BLR in the form of an **As Is Procurement Legislation Analysis Report** and a **To Be Recommendations Report**.

Phase 3: Prepare Recommendations describes how we will support BLR in preparing and submitting recommendations to the Arkansas Legislative Council. In this section, we discuss how we will assist BLR and the Review Subcommittee develop the final report and draft legislative changes for review. While PCG's To Be Recommendations Report will likely comprise a large portion of the Subcommittee's final report, we also expect to assist with drafting legislative changes and other content to reflect the group's recommendations. We will provide the needed capacity and subject matter expertise to help the Subcommittee satisfy its requirement to the Arkansas Legislative Council.

5.5 VENDOR'S QUALIFICATIONS

This section provides an overview of our corporate experience and the specific qualifications that Public Consulting Group (PCG) brings to the State of Arkansas. To ensure that we address each of Arkansas's requirements, the table below notes where the response for each requirement can be found in this section.

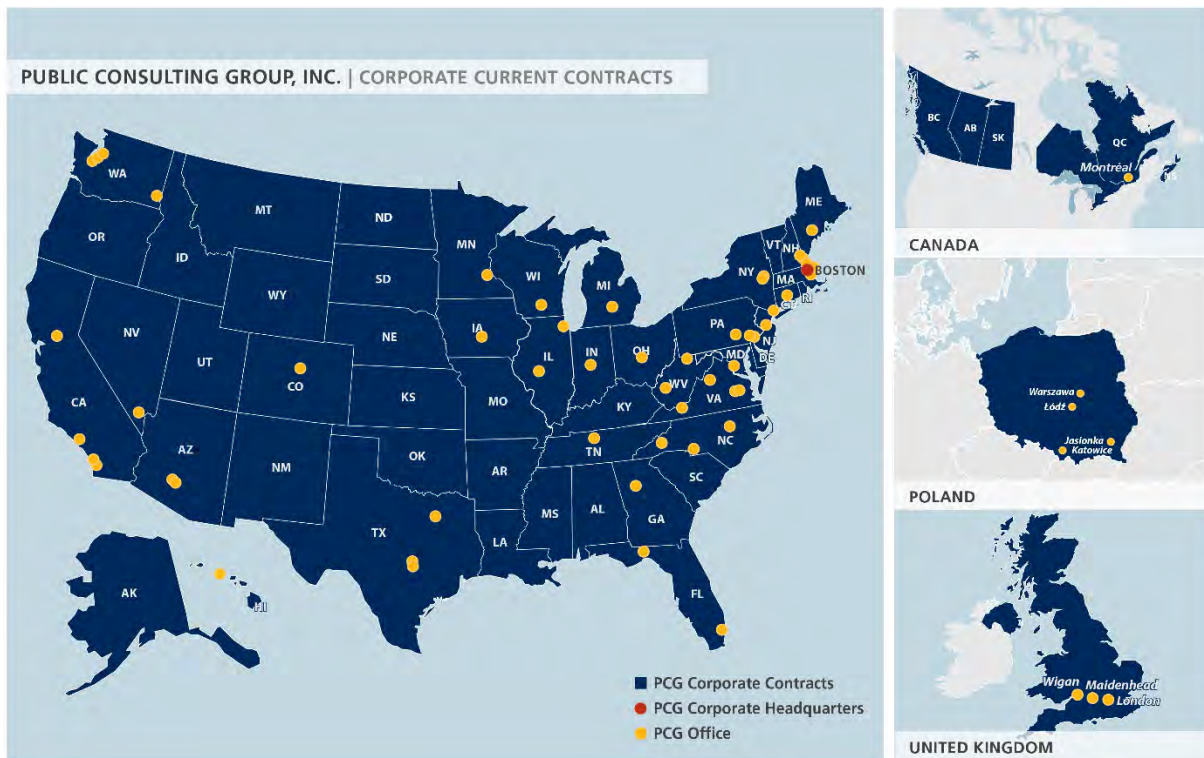
PCG's Response to Each Vendor Qualification Requirement

RFP Requirement	Response Location
• A brief professional history, including the number of years of experience in procurement process consulting or related experience and any professional affiliations and trade affiliations.	Pg. 19
• A listing of current accounts and the longevity of those accounts.	Table, Pg. 13
• An organizational chart highlighting the names/positions that will be involved in the contract, including the individual who will be primarily responsible for managing the account on a day-to-day basis.	Pg. 29

<ul style="list-style-type: none"> An outline of the Vendor's or employees' experience in procurement process assessment, research, and reporting. 	B. Comparable Past Projects, Pg. 20
<ul style="list-style-type: none"> A full explanation of staffing, functions, and methodology to be used in areas of procurement process assessment and account management, identifying specifically the personnel that will be assigned to the account. All such personnel are subject to Subcommittee approval. Describe any staff functions that are considered unique to the account. 	E. Staffing, Pg. 28
<ul style="list-style-type: none"> A detailed description of the plan for assisting the Subcommittee in meeting its goals and objectives, including how the requirements will be met and what assurances of efficiency and success the proposed approach will provide. 	F. Approach, Pg. 46
<ul style="list-style-type: none"> An indication of how soon after the contract award the personnel named would be available and indicate any possible scheduling conflicts that might exist during the period of the contract. Any other limitations on the availability to perform under this RFP or to attend meetings must be fully explained. 	Pg. 17
<ul style="list-style-type: none"> An indication of the timeframe the Vendor would require to assist the Subcommittee in meeting its goals and objectives. 	F. Approach, Pg. 46
<ul style="list-style-type: none"> A detailed, narrative statement listing the three (3) most recent, comparable contracts (including contact information) that the Vendor has performed and the general history and experience of its organization. 	B. Comparable Past Projects, Pg. 20 C. References, Pg. 27
<ul style="list-style-type: none"> At least three (3) references from entities that have recent (within the last three (3) years) contract experience with the Vendor and are able to attest to the Vendor's work experience and qualifications relevant to this RFP. 	C. References, Pg. 27
<ul style="list-style-type: none"> A list of every business for which Vendor has performed, at any time during the past three (3) years, services substantially similar to those sought with this solicitation. Err on the side of inclusion; by submitting an offer, Vendor represents that the list is complete. 	B. Comparable Past Projects, Pg. 20
<ul style="list-style-type: none"> List of failed projects, suspensions, debarments, and significant litigation. 	5.3 Disclosure of Litigation, Pg. 16
<ul style="list-style-type: none"> An outline or other information relating to why the Vendor's experience qualifies in meeting the specifications stated in Section 3 of this RFP. 	Attachment B

A. Company Overview

PCG is a management consulting company established in 1986, serving public sector clients nationally and globally. Since the very beginning, PCG has been both a witness and catalyst to dramatic changes in the operation and delivery of services in the public sector. Our firm's deep subject matter expertise is dedicated to supporting clients as they reform financial and central services operations, health care, public education, social welfare, and human services systems. PCG assists public administrators to improve their organizations' efficiency, effectiveness, and accountability, with capabilities few firms can match. We have experience in all 50 states, clients in six Canadian provinces, and a growing practice in the European Union. Today, PCG has more than 1,800 professionals in 59 offices around the U.S., Canada, England, and Poland.

PCG Current Contracts and Offices

For years, PCG's has provided scope development and other procurement support as agencies obtain goods and services to strengthen their organizations. In 2014, PCG took a deeper dive into the world of procurement as we partnered with the City of Detroit on major procurement reform initiatives. More than three years later, we remain a strong partner with the City and now also provide procurement consulting services to the Detroit Building Authority and Detroit Land Bank.

Based on our experience and commitment to procurement best practices, PCG has been asked to speak at the NIGP Annual Forum, MPPOA's Annual Educational Conference, and multiple conferences hosted by leaders in the procurement technology industry.

PCG also has experience providing rapid legislative analysis and recommendations for organizations across the country. Our policy work spans years and subject matter, and includes work with Temporary Assistance for Needy Families (TANF), the Workforce Innovation and Opportunity Act (WIOA), the Affordable Care Act (ACA), federal grant guidelines, local procurement requirements, and more.

B. Comparable Past Projects

PCG is well equipped to provide the services requested by BLR. We have helped numerous state and local clients develop, analyze, and comply with legislation. We offer the combination of management consulting experience, procurement support subject matter expertise, and a demonstrated understanding of Arkansas's procurement consulting needs. This section provides a sampling of the experience and qualifications that make PCG well equipped to meet the needs of BLR. **Specifically, this section outlines our experience working with:**

- **Procurement policy and processes, and**

- **Legislation analysis and recommendations.**

The below chart summarizes a sampling of projects related to this engagement, with more detailed descriptions to follow:

Sample Projects	Procurement Policies & Processes	Legislation Analysis & Recommendations
Citywide Procurement Reform Planning and Implementation City of Detroit, Office of Contracting and Procurement	✓	✓
Centralization of Grants Management City of Detroit Office of Grants Management	✓	✓
eProcurement System Configuration for Environmental Assessment, Abatement, and Demolition Services Detroit Building Authority	✓	
eProcurement System Configuration and Implementation Detroit Land Bank Authority	✓	
Fiscal System Development, Procurement, and Strategic Support Project State of South Carolina, Office of First Steps	✓	
Review of Regulatory Activities State of North Carolina, Department of Health and Human Service		✓
Statewide Child Protective Services Evaluation State of North Carolina, Department of Health and Human Service, Division of Social Services		✓
Funding Source Analysis and Recommendations State of Nebraska Department of Health and Human Services		✓
Title IV-E Regulatory Consulting and Compliance Services Commonwealth of Pennsylvania Department of Human Services, Office of Children, Youth and Families		✓

Experience with Procurement Policies and Processes

Procurement policies and practices contribute to the operational challenges or successes of a public organization as a whole. If an organization cannot procure its goods and services when needed, other essential services will suffer. PCG has led procurement reform efforts with multiple agencies, and understands the importance of reviewing and updating the legislation that governs a public agency's procurement practices. The project summaries below proved a sampling of PCG's experience with procurement policies and processes.



Project: Citywide Procurement Reform Planning and Implementation
Organization: City of Detroit, Office of Contracting and Procurement

Prior to 2014, Detroit used outdated methods to procure more than \$3 billion dollars of goods and services on behalf of the City each year. After Detroit became the largest municipal organization approved for Chapter 9 bankruptcy protection in United States history, the City needed significant assistance to implement the requirements of the Plan of Adjustment. Starting in 2014,

PCG began working with the City's Chief Financial Officer (CFO) and division executives to plan and implement their long term vision for post-bankruptcy financial operations, including a major procurement reform initiative with Detroit's Office of Contracting and Procurement (OCP).

PCG designed and implemented a best practice procurement operating model with an emphasis on sustainable change. This work included a review of historical business processes, redesign of every procurement and contracting process using best practice principles, development of a Standard Operating Procedure (SOP) manual, procurement and implementation of an eProcurement and eContracting system, and continuous improvement work post-system implementation. PCG engaged Detroit staff every step of the way to ensure that these changes made through procurement reform incorporated staff's institutional knowledge, subject matter experience, and the reality of immediate business needs. Deliverables produced for this project include:

- Recommended changes to Detroit City Ordinances
- Standard Operating Procedures Manual
- E-procurement System User Guide
- Change Management Materials
- Process and System Training Curricula
- Supplier Support Guides
- Template for Annual Procurement Planning
- Business-Oriented System Report Templates

As a result of the procurement reform project, the Office of Contracting and Procurement has now electronically processed over 900 bids and over 1700 contracts, using this centralized process. Due to a re-examination and more accurate interpretation of procurement ordinances, several processes are streamlined while remaining compliant. All of the changes led by PCG support increased efficiency, transparency, and integrity of the City's procurement work.



Project: Grants Management Centralization and System Implementation

Organization: City of Detroit, Office of Grants Management

The City of Detroit receives approximately \$600 million in grant funds, which supports a variety of critical services for citizens, including providing homelessness services and paying for public safety personnel. However, many City departments were poorly managing grants in a decentralized structure, presenting major compliance issues. Beginning under the leadership of the City's Emergency Manager and continuing post-bankruptcy, PCG has worked with the Deputy CFO for Grants Management to establish the centralized grants management office. The process development work within this engagement included recommending changes to city legislation to align with the new grants management structure, and working with the City's procurement office to ensure that all goods and services bought with grant funds complied with grant requirements. This work has included:

- Developing and updating the Office's operating model,
- Mapping all business processes,
- Reconciling and structuring grant accounts,
- Procuring and implementing a comprehensive grant management IT solution,
- Recommending updates to City ordinance to reflect the newly centralized grants management structure,
- Using cost benefit analyses to support OGM in making budget decisions, and
- Helping to rebrand the Office as part of the City's overall restructuring.

As a result of PCG's work and recommendations, City of Detroit ordinances have been updated to reflect the centralized grants management office and improved grants management processes. Citywide grant compliance is now a primary focus in the City, and OGM is providing valuable services to departments to make this possible.

Aligning Policy, Procedure, and Best Practices in Detroit

The procurement process for a public agency is governed by local legislation – in Detroit’s case, city ordinance. Rather than limiting an agency’s reform efforts, legislation should support process efficiencies and industry best practices.

As part of our OCP and OGM engagements, reviewed Detroit’s City ordinances and recommended updates to align Detroit’s policies and, by extension, processes, with procurement best practices and further the goals of Detroit’s Chief Procurement Officer: “to streamline OCP processes where possible in order to create a purchasing system that is responsive, effective, efficient, and value-driven.”



Project: eProcurement System Configuration for Environmental Assessment, Abatement, and Demolition Services
Organization: Detroit Building Authority

Blight removal and demolition are high priority initiatives as Detroit rebuilds its neighborhoods. Unsafe buildings need to quickly be assessed and cleared to make way for safer land usage. Detroit Building Authority (DBA) is tasked with managing the procurement of demolition related services in Detroit in partnership with the City government and the Detroit Land Bank. These services include the environmental assessment, abatement, demolition, and post-abatement verification for unsafe structures in the City. An IT system that supports procurement compliance and efficiency is critical due to the high volume, fast pace, and federal funds associated with these demolition-related services. PCG has been tasked with implementing an IT system to support DBA’s procurement processes. This initiative has required PCG to:

Land Bank Authority Procurements

**Demolition
Related
Procurements**
Managed by Detroit
Building Authority

**Non-Demolition
Procurements**
Managed by Land
Bank Authority

- Establish a strong understanding of DBA’s processes and governing legislation, which differ from those for the City of Detroit’s Office of Contracting and Procurement;
- Test system configuration with DBA staff, vendors, and auditors to ensure that all compliance requirements are met;
- Provide change management support to DBA users and to vendors throughout the transition;
- Develop user friendly training and reference materials to support process compliance;
- Supporting DBA staff to meet grant reporting requirements using system data and documents.

Through PCG’s work, DBA will be able to trim the lead time required to create bids and tabulate responses, and continue to meet the reporting requirements of their auditors and grantor. Our work directly supports DBA’s goal reduce the time and resources needed to manage demolition bids, without compromising on the quality of procurement data and documentation retained for each bid.



Project: eProcurement System Configuration and Implementation
Organization: Detroit Land Bank Authority

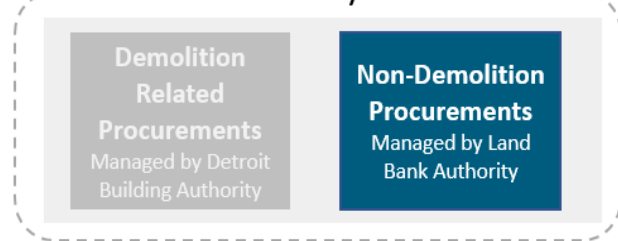
The Detroit Land Bank Authority (Land Bank) is a public authority dedicated to returning Detroit's vacant, abandoned, and foreclosed properties to productive use. Land Bank's federally funded demolition projects are managed by the Detroit Building Authority (DBA), but all other land management services are led by the Land Bank itself. In late 2016, the Land Bank centralized its procurement functions and re-committed to aligning its procurement processes with industry best practices.

As part of those reform efforts, Land Bank has hired PCG to implement an IT system for their procurements and the resulting contracts. This transition will replace Land Bank's primarily paper based and ad hoc procurement processes with electronic bid creation, response evaluation, and contract development. As part of this engagement, PCG is:

- Configuring an off the shelf eProcurement and contract management system to meet the Land Bank's business needs;
- Overseeing the import of existing procurement data and documents into the system;
- Developing training curriculum for system usage; and
- Providing user and vendor technical assistance.

With PCG's help, the Land Bank will soon implement an eProcurement system that has proven effective with sister agencies, including the City of Detroit. Transitioning Land Bank contracting and procurement functions online will give the Land Bank's centralized Procurement Team the visibility and access to data that is needed to buy strategically and pool resources across Land Bank departments.

Land Bank Authority Procurements



Project: Fiscal System Development, Procurement, and Strategic Support Project
Organization: State of South Carolina, State Office of First Steps

First Steps is a county-based public-private partnership charged with improving school readiness for the children of South Carolina. The South Carolina's State Office of First Steps was concerned about how to achieve effective implementation of the First Step programs while making the most efficient use of the programs' public and private funding. The State hired PCG to create an accountability system that could ensure proper stewardship of the funding while at the same time creating efficiency and data sets that could be used to measure return on investment and relative value. Project activities included:

- Developing all required financial and accounting definitions for First Steps, such as those governing in-kind expenditures, allowable capital expenditures, etc.;
- Producing a procurement evaluation guide to help counties procure services locally;
- Managing three statewide procurements, including:
 - An accounting software system,
 - Employee benefits for all First Steps staff, and
 - Selection of corporations to serve as regional finance and accounting managers;
- Developing a cash management system to allow the state First Steps office to manage allocations to county partnerships;
- Facilitating monthly training sessions to educate local partnerships on use of fiscal accounting system forms and databases;

- Establishing a coding system to allow program data to be matched against fiscal data in order to allow measurement of outcomes, including cost benefit analysis.
- Providing individual consulting to counties, as needed, to develop implementation work plans and small business development assistance.

PCG's work provided a short-term solution to monitor First Step programs, while also assisting the State to procure the resources needed to manage First Step funding long term.

Experience with Legislation Analysis and Recommendations

PCG's work with state and local agencies often includes analyzing existing legislation and making recommendations to better align policy with best practices. The project summaries below outline a sampling of PCG's experience with legislation analysis and recommendations.



Project: Review of Regulatory Activities

Organization: State of North Carolina, Department of Health and Human Services

The North Carolina Department of Health and Human Services (DHHS) conducts a variety of regulatory activities, such as licensing and certification, for many providers and facilities across its Divisions. These regulatory activities cover a broad span of provider types and services. While the ultimate goal of these regulatory activities is common – to ensure that consumers receive quality care in a safe environment – the associated requirements, processes and scope of these activities differ among Divisions. DHHS hired PCG to identify areas of opportunity for streamlining regulatory activities across the Department's Divisions. Project activities included:

- Designing and distributing a questionnaire regarding regulatory activities at various Divisions within DHHS;
- Conducting interviews with the most relevant Divisions, including the Division of Health Services Regulation (DHSR), Division of Child Development (DCD), Division of Mental Health, Developmental Disabilities, and Substance Abuse Services (DMH/DD/SAS) and Division of Social Services (DSS);
- Performing an environmental scan related to streamlining regulatory activities; and
- Combining and analyzing collected data to produce an initial list of findings, opportunities and recommendations.

PCG provided recommendations for improving the efficiency of regulatory activities, and worked with Department leadership to determine the best opportunities to pursue. Examples of such opportunities include:

- Increasing the use of outside accreditations to fulfill all or some requirements currently covered by licensing;
- Reducing overlap in licensure and endorsement activities between state and local oversight agencies;
- Developing a formal, tiered, risk-based provider monitoring and renewal system;
- Developing an enterprise-wide system for conducting regulatory activities;
- Standardizing complaint intake and triage across divisions; and
- Establishing a single administrative licensing authority to supervise, assign, coordinate, and report on the regulatory activities at each division.

PCG facilitated a series of strategy sessions with DHHS executive staff, division leader, and community partners. This work culminated in an Action Plan that included both short-term and long-term strategies for improving the way in which regulatory activities are conducted across the Department.

**Project: Statewide Child Protective Services Evaluation****Organization: State of North Carolina, Department of Health and Human Services, Division of Child Support Services**

PCG was contracted to conduct a statewide evaluation of North Carolina's child protective services (CPS) system. The evaluation was legislatively mandated by the NC General Assembly to evaluate CPS system's performance, capacity, and funding needs. PCG aimed to fully understand both the state's responsibilities and capacity to oversee CPS and the performance of individual county Departments of Social Services. To accomplish this PCG used a variety of qualitative and quantitative methods to obtain information and data including:

- Ten county site visits including observation, interviews, and focus groups;
- Meetings with the NC Association of County Directors of Social Services;
- Distribution of a statewide web-based survey;
- Analysis of centralized data;
- Full document, regulation, and policy review;
- Interviews with Division leadership; and
- Stakeholder focus groups including former foster youth and foster parents.

PCG delivered a comprehensive evaluation of the North Carolina child protective service system to the NC General Assembly, including recommendations to improve the larger child protective service system, the administrative structure and leadership, CPS infrastructure, quality initiatives, and funding.

**Project: Funding Source Analysis and Recommendations****Organization: State Nebraska Department of Health and Human Services**

PCG was contracted to perform an analysis of current prevention and intervention programs and services provided by the department for the safety, health, and well-being of children. Based on direction from the Legislative Bill 821, PCG identified:

- State General Funds being used for each program or service; and
- Opportunities to better allocate funding that would result in more effective services to at-risk children and juveniles transitioning to home-based and school-based interventions.

PCG collected and relayed comprehensive childhood services information on behalf of Nebraska's Department of Health and Human Services before a state Legislative committee. During this engagement, PCG was able to accomplish the following:

- Led program and service reviews across the Nebraska Department of Health and Human services divisions;
- Illustrated the service gap in preventative services to children, including the ratio of \$700 million Health and Human services and \$ 9 million of preventative services;
- Provided recommendations to maximize federal funding for services to at-risk children and juveniles; and
- Testified to the Legislative committee on these recommendations and their impact on the committee's child welfare priorities.

PCG's analysis informed the Legislative committee's decision to fund several use federal funds for several programs for at-risk children and juveniles instead of state general funds, saving the state money without compromising these critical services.

**Project: Title IV-E Regulatory Consulting and Compliance Services****Organization: Commonwealth of Pennsylvania Department of Human Services, Office of Children, Youth and Families**

The Department of Human Services, Office of Children, Youth and Families (DHS) of the Commonwealth of Pennsylvania, has hired PCG to assist with Title IV-E quality assurance and compliance across the state. PCG is tasked with assisting the DHS to see that all Title IV-E claiming for all 67 counties is in compliance with state and federal requirements. This engagement includes analysis of Title IV-E in response to any changes in the legislation, providing an array of revenue management services, and advising on several special project and committees with the Commonwealth.

Work Stream	Services Provided
Policy Analysis and Implementation	<ul style="list-style-type: none"> Analyzing changes and amendments to federal regulations; Successful federal audit; preparation and follow-up for two consecutive audits; Recommending and implementing necessary procedural revisions to eligibility and claiming procedures in order to maintain highest levels of compliance and revenue generation; Federal audit preparation; Updating policy and procedures manuals to reflect the most current guidance;
Ongoing Revenue Management Services	<ul style="list-style-type: none"> Administering the random moment time study to 67 counties, collecting and tabulating results, and reporting 100% error-free RMTS statistics to counties for their federal claiming; and Developed web-based process for administering and tallying RMTS, using EasyRMTS™; On-site staffing resources and support to the provider IV-E and State Act 148 rate methodology process, county IV-E invoicing and adoption assistance;
Special Projects and Committees with the Commonwealth	<ul style="list-style-type: none"> Participating in the Commonwealth's selection as a waiver demonstration project state. Serving in a project management capacity, PCG provides ongoing program and fiscal analysis, consultation, and work products that have exceeded all ACF deadlines for project implementation; Actively participating in the Pennsylvania State Finance Reform Workgroup and the legislatively mandated Provider Rate Setting Methodology Task Force; and Development of a comprehensive Adoption Services review for the Commonwealth including program and rate recommendations for improving the adoption system.

PCG is a trusted partner to the Commonwealth on a variety of projects and committees related to Federal and State funding and program issues. Through our policy analysis work and revenue management services, PCG is tasked with assisting the DHS to see that all Title IV-E claiming for all 67 counties follows state and federal requirements.

C. References**Reference #1 - City of Detroit, Office of Contracting and Procurement****Boysie Jackson**

Deputy Chief Financial Officer for Contracting and Procurement
Office of Contracting and Procurement
City of Detroit
2 Woodward Ave.

Detroit, MI 48226
jacksonbo@detroitmi.gov
313.224.4619

Reference #2 – Detroit Land Bank Authority

Yolanda M. Gaines
Procurement Manager
Detroit Land Bank Authority
500 Griswold St, Suite 1200
Detroit, MI 48226
ygaines@detroitlandbank.org
313.989.4607

Reference #3 – North Carolina, Department of Health and Human Services

David Locklear
Deputy Director
Division of Social Services, North Carolina Department of Health and Human Services
820 S. Boylan Avenue
MSC 2420
Raleigh, NC 27699-2420
David.Locklear@dhhs.nc.gov
919.527.6311

D. Work Samples

PCG's two (2) work samples can be found in *Attachment B: Work Samples*. Also included in this attachment, please see the reference letter from the City of Detroit's Chief Procurement Officer speaking to the quality of our work and partnership with the City of Detroit.

E. Staffing

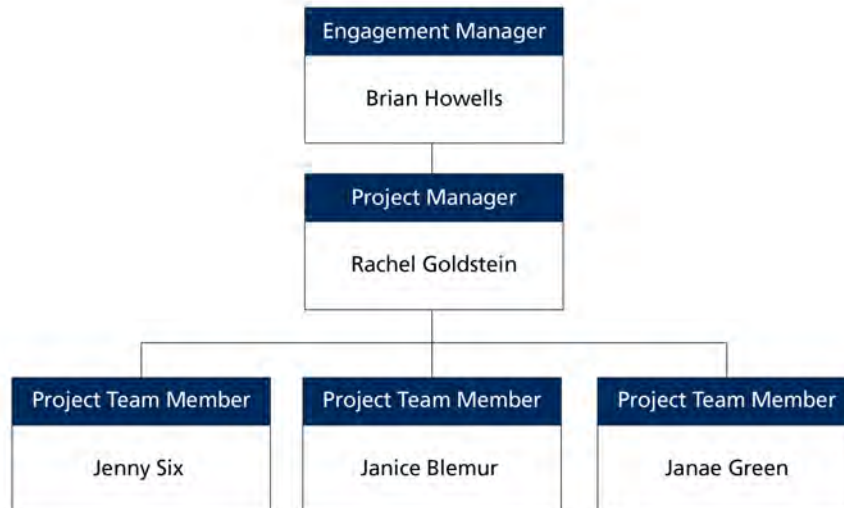
PCG has assembled a team of professionals that blend technical expertise in developing procurement processes with experience in analyzing and developing policy recommendation across different areas of government. These backgrounds, combined with our team's skills in project management, offer Arkansas Bureau of Legislative Research a partner uniquely qualified to assist the Bureau in understanding the impact of legislation on the State's procurement process and developing recommendations to enhance it.

PCG staffs projects with a comprehensive team of compassionate and skillful professionals who can build bridges and apply proven tools to address the needed services of each engagement. This project team is skilled in PCG's **Sustainable Change** methodology, which has been adapted from industry-leading practices, and refined by our tested use of each and our understanding of how government works. **(For more information on our Project Methodology refer to the Approach Section)**. Our staff is dedicated to making meaningful and lasting change in government organizations. The resumes and biographies included in this section illustrate a range of experience that gives PCG the ability to meet the needs of this engagement. Within our firm you'll find our staff have experience in:

- Procurement modernization work on a large scale and in a complex environment;
- Serving in state government in a variety of roles, including policy research and development; and
- Analyzing the impact of new legislation, such as WIOA and ACA, and developing briefs and white papers that have been relied on by leaders in the industry.

This combination provides PCG with the appropriate perspective to understand the challenges faced by the State of Arkansas and the expertise shown to be effective in improving the efficiency of the procurement process. The organizational chart below identifies the project team members for this engagement.

Project Staffing Organizational Chart



Brian Howells is a Manager with more than 15 years of experience leading state and county governments through transformations. His focus at PCG is managing projects designed to improve the financing, operations, and management of municipal, county, and state level organizations. Mr. Howells oversees PCG's work with Detroit's Office of Contracting and Procurement. In this capacity, he oversaw a project team responsible for redesigning the City's procurement service delivery model, including process redesign and system procurement, configuration, and implementation. In addition, he has led multiple enterprise-wide process redesign engagements for state and local organizations focused on improving service delivery for customers. Prior to joining PCG, he served as the Deputy Budget Director for a State Health and Human Services Agency where he was responsible for tracking and analyzing all major legislation impacting the Commonwealth's HHS agencies. Mr. Howells has been trained in the Project Management Institute's Project Management Book of Knowledge and holds a Master's Degree in Public Administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University. As **Engagement Manager**, Mr. Howells will be responsible for contract negotiations, contract management, staffing, and overall responsibility to make sure that PCG delivers a quality product that meets or exceeds BLR's expectations.

Rachel Goldstein is a Senior Consultant with experience in supporting state and local government transformations, including recent work with the Office of Contracting and Procurement (OCP). In her work with OCP, Ms. Goldstein managed the enterprise-wide redesign and centralization of procurement and contracting functions. Additionally, she directly managed the procurement, configuration, change management, implementation, training, and post-implementation user support for the City's procurement IT system. Ms. Goldstein continues to provide ongoing advice on procurement related components of the City's new Oracle ERP system, including module planning, invoice management, and vendor data management. Prior to joining PCG, Ms. Goldstein worked as a Policy Analyst in the Rhode Island Office of the General Treasurer, where she managed public policy research and analysis in the areas of economic development, retirement, and municipal investment strategies. She holds a Master's Degree in Public Administration from Northeastern University. As **Project Manager**, Ms. Goldstein will work closely with the Engagement Manager and the Project Team to ensure all initiatives are completed with BLR's input and to their satisfaction and will be responsible for managing the account on a day-to-day basis.

Jenny Six is a Consultant who is currently assisting the City of Detroit's Office of Contracting and Procurement (OCP) with redesigning City business processes and implementing their new procurement IT system. She continues to provide the City with ongoing system management, data management, training, and user support (for City staff and vendors). In addition, she is managing a pilot project to design and implement a process to use procurement data to inform budgetary and operational decision making. She also provides ongoing advice and support to the City related to planning and implementation of its new Oracle ERP system. Ms. Six also worked with the Commonwealth of Massachusetts Department of Transitional Assistance on a large-scale business process redesign, to improve their SNAP benefit delivery system. Prior to joining PCG, Ms. Six worked with the City of Worcester Division of Public Health to research potential city and regional policy initiatives for improving health equity in the greater Worcester region. She holds a Bachelor's Degree from Clark University. As a **Project Team Member**, Ms. Six be responsible of producing project deliverables to agreed specifications.

Janice Blemur is a Business Analyst whose work at PCG has focused on business process redesigns. Currently, Ms. Blemur assists the City of Detroit Office of Contracting and Procurement with the maintenance, retraining, and end user support for the City's eProcurement system. She is a main point of contact for system questions from City of Detroit staff and suppliers. Prior to joining PCG, Ms. Blemur worked for 3+ years in the Massachusetts State Legislature as a Legislative Director in the Massachusetts State Senate and as a lead Research Analyst in the Massachusetts House of Representatives. Ms. Blemur was responsible for the development of policy positions and legislative initiatives and recommended strategies for accomplishing legislative objectives. Additionally, Ms. Blemur served as the primary liaison for the development of the Special Senate Committee on Housing Report which recommended a series of policy changes to address the Massachusetts' housing issues. Ms. Blemur holds a Master's Degree in Government from St. John's University. As a **Project Team Member**, Ms. Blemur, will be responsible for producing project deliverables to agreed specifications.

Janae Green is a Business Analyst whose work at PCG. Ms. Green is currently working with Maine's Department of Health and Human Services to interpret TANF and TANF MOE policy regulations for claiming assistance. Prior to joining PCG, Ms. Green created a communications management plan and directed functional requirements to implement COMMBUYS, the state of Massachusetts' business procurement solution. In addition to developing the standard operating business policies and procedures to identify where functionality could be implemented, Ms. Green produced detailed recommendations on the planning efforts to expand the effectiveness of the solution. Ms. Green holds a Master's Degree in Public Administration from Northeastern University. As a **Project Team Member**, Ms. Green, will be responsible for producing project deliverables to agreed specifications.

The table below lists the specific functions involved during the lifecycle of this project and the team member(s) responsible for its completion.

Project Team Functions and Responsibilities

Function	Brian Howells	Rachel Goldstein	Jenny Six	Janice Blemur	Janae Green
Project Management					
• Develop project management materials		✓	✓	✓	
• Hold kick off meeting	✓	✓	✓	✓	
• Prepare and submit document request		✓	✓	✓	
• Hold weekly status meetings	✓	✓	✓	✓	
• Attendance at monthly subcommittee meetings	✓	✓	✓	✓	

Function	Brian Howells	Rachel Goldstein	Jenny Six	Janice Blemur	Janae Green
<ul style="list-style-type: none"> Assistance with ongoing requests and clarifications from subcommittee 	✓	✓	✓	✓	
Legislative Analysis					
<ul style="list-style-type: none"> Review all procurement legislation, regulations, and other documented resources 		✓	✓	✓	✓
<ul style="list-style-type: none"> Develop and implement stakeholder engagement plan 		✓	✓	✓	✓
<ul style="list-style-type: none"> Complete gap analysis and recommendations 		✓	✓	✓	✓
Recommendations					
<ul style="list-style-type: none"> Assist BLR with drafting legislative changes based on findings 		✓	✓	✓	
<ul style="list-style-type: none"> Assist BLR with drafting final report to Subcommittee based on findings 		✓	✓	✓	
<ul style="list-style-type: none"> Assist BLR with presentation of final report to Subcommittee 		✓	✓	✓	

**Brian Howells**

Manager
Public Consulting Group,
Inc.

RELEVANT PROJECT EXPERIENCE

City of Detroit, Office Chief Financial Officer

Engagement Manager, Multiple Process Redesign, System Implementation, and Change Management Initiatives

Serves as Engagement Manager for PCG's multiple initiatives with the City of Detroit. PCG's work with the OCFO has focused on streamlining business processes, increasing process compliance, and establishing several new OCFO divisions in Detroit's update financial structure. Mr. Howells oversees the PCG teams in Detroit and provides subject matter expertise from his experience leading process redesign and system implementation efforts with other government agencies. Current and recent initiatives include:

- Office of Contracting and Business Process Redesign and System Implementation,
- Grants Management Reform Implementation,
- Office of Departmental Financial Services Change Management Consulting, and
- Income Tax Division Change Management Consulting.

State of North Carolina, Department of Health and Human Services

Engagement Manager, Work Support Strategies

PCG helped North Carolina win a competitive \$1.5M grant to design, test, and implement a more effective, integrated, and customer-centric approach to delivery benefits that support low-income individuals and families. North Carolina aims to eliminate duplicative or redundant steps in application and recertification processes; improve coordination amongst human service benefit programs (SNAP, Medicaid, TANF, Child Care, Energy, Special Assistance, and others); support the integration and automation among program-based systems; and eliminate the silo approach to benefit delivery. PCG has assisted the state by conducting a diagnostic assessment and developing and assisting with implementation of a long-range strategic plan for improving benefits delivery system. Activities we lead are below:

- Developed statewide technical assistance training webinars;
- Developed data toolkit to help train state and county staff use data more effectively in operational decision making, including specific measures and techniques for analysis.
- Created a statewide practice model to train health and human services programs using benchmarks and indicators to better align the Department's mission with county operations. Followed up with a county self-assessment for counties to assess their own strengths and weaknesses in the context of their ability to implement a new service delivery model.
- Facilitated and developed a statewide communication plan, website, and video to share WSS messages and increase buy-in for streamlining strategies and opportunities.
- Created a business process analysis and recommendations for implementation of policy changes at the County level;
- Established collaboration between WSS and NC FAST planning teams to ensure an aligned approach for technology implementation and business process redesign;

- Developed communication toolkit to assist counties in understanding Work Support Strategies utilizing conversations at a local level that include key messages and visions.
- Designed Foundation Workshops, Town Hall Meetings, and Operational Readiness Workshops for counties in preparation of NCFAST implementation. These events addressed updating business processes and the integration of technology using structured presentations and break-out sessions.
- Created and facilitated a statewide network, including yearly symposium for caseworkers in all 100 counties to share best practices, learn about innovations, receive training, and network with each other.

Commonwealth of Massachusetts, Executive Office of Health and Human Services

Engagement Manager, Business Transformation, Cost Savings, and Revenue Maximization Assessment

Engagement Manager for in depth assessment of opportunities to reform business practices, align services, and make policies changes that achieved revenue growth or cost savings for the Commonwealth. Reviewed operations and opportunities at more than 20 agencies, working with Departmental leadership and staff to identify opportunities, quantify the likely savings, and develop implementation steps. Following the assessment, led two efforts to implement business process improvements and agency restructuring efforts recommended as part of our report.

Engagement Manager, Disability Agency Financial Management Organizational Restructuring

PCG provided the Commonwealth with an “as-is” assessment of the major financial and administrative functions at the Massachusetts Rehabilitation Commission (MRC), the Massachusetts Commission for the Blind (MCB), and the Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH). After evaluating the current state, PCG recommend a consolidated A&F office to streamline budgeting, finance, HR, IT, and similar functions across the three Commissions.

Engagement Manager, Department of Transitional Assistance Eligibility Business Process Redesign

Served as Engagement Manager for major business process redesign effort at the Massachusetts Department of Transitional Assistance (DTA), located within the Executive Office of Health and Human Services (EOHHS). PCG's team analyzed current business processes in 22 local offices that support 1,300 front line staff and approximately 70,000 annual SNAP and TANF applications or redeterminations. Subsequent to our review, PCG partnered with EOHHS and DTA to redesign and implement a task-based, “first available worker” eligibility model, identify inefficiencies, and develop high-impact alternatives in conjunction with DTA and EOHHS leadership. PCG led or supported the adaption of Electronic Document Management (EDM), major eligibility IT system enhancements, and conducted more than 200 training sessions for front-line and management staff. Mr. Howells oversaw PCG team and provided subject matter expertise from his experience supporting or leading eligibility system improvements in other states.

Engagement Manager, Strategic Roadmap for Integrated Eligibility

PCG led the Executive Office of Health and Human Services' (EOHHS) information technology planning effort designed to integrate eligibility determination of public benefits, including food assistance (SNAP), health insurance (ACA and Medicaid), and cash assistance (TANF and State assistance programs). Performed a scan of the 17 EOHHS agencies and determined where their greatest needs existed in terms of technology, data sharing and interagency coordination. Developed a detailed information request for all agencies, and then facilitated meetings with agency executive leadership to glean strategic and operational insights. Mr. Howells led analysis of multiple state agency programs and provide expertise based on public assistance programs nationally.

Engagement Manager, Department of Public Health Bureau of Administration Restructuring

Following an early retirement program in the Commonwealth of Massachusetts, the Department of Public Health's (DPH) eight Bureaus, five offices, and complex leadership structure lost sixteen administrative and financial staff which necessitated emergency reassignment of administrative and financial activities to the remaining staff. This resulted in staff burnout, inconsistency of completion of critical functions, and confusion regarding reporting, communication and support lines. In partnership with DPH, PCG performed a two-phase restructuring process to evaluate the staffing structure, maximize the capacity of the remaining staff, and implement a long-term sustainable structure.

State of Texas, Health and Human Services CommissionOrganizational Transformation

Engagement Manager overseeing PCG's support for a multi-year, multi-million-dollar effort to help the Texas Health and Human Services Commission (HHSC) transform its organization, with a primary focus on Medicaid and Economic Assistance programs. Oversee work in three major areas – Cost Allocation, Communication and Change Management, and Logistics Project Management, including work to identify promising practices in other states; review cost allocation plans for opportunities, risks, and needed changes in light of changes to organizational structure; recommend performance measures for newly consolidated administrative support functions; prepare for strategic communications to key stakeholders, including the Transformation Legislative Oversight Committee; and, project manage logistics for departmental transfer and, in some cases, physical relocation of and impact on 20,000+ state employees.

State of Washington, Office of Financial ManagementEngagement Manager, Medical and Public Assistance Eligibility Study

Studied Washington State's medical and public assistance eligibility systems and infrastructure in the context of the Affordable Care Act to identify options for simplifying procedures, improving customer service, and reducing state expenditures. Mr. Howells led project team's review of Medicaid and Public Assistance eligibility policy, including the development of enhancement recommendations and related cost estimates. Participated in final presentation to Legislative committee.

State of Maine, Department of Health and Human ServicesEngagement Manager, Business Process Redesign and Implementation

Worked with the Department of Health and Human Services (DHHS), Office for Family Independence (OFI), to redesign eligibility operations for SNAP, TANF and Medicaid programs in order to create a 21st century business model that leverages technology and people in smart, efficient ways. PCG is currently overseeing the planning and implementation for a task-based, functional business model that relies on document imaging, kiosks, call queues and enhanced data analytics to collect information and distribute work evenly throughout the state. Project will ultimately train 430 staff in 16 local offices state wide who support eligibility work on approximately 500,000 public assistance cases. Mr. Howells oversaw the PCG team and provided subject matter expertise from his experience supporting or leading eligibility system improvements in other states.

City of Chicago - Chicago Housing AuthorityEngagement Manager, Housing Choice Voucher Program Redesign.

Engagement Manager to PCG's effort to review current HCV program operations, which have been outsourced to two vendors. Assessed current operations, including eligibility determination, moves, portability, reexaminations, quality control, training, owner services, call centers, and inspections. Assisted in designing an in-house model for program administration and performed a cost benefit analysis of the decision to insource operations. Recommended programmatic structure and staffing levels for in-house model. Reviewed current IT systems and recommended solutions to support future model.

County of San Mateo, California - Human Services Agency (HSA)Engagement Manager Staff Development and Training Infrastructure Design

Agency wide Staff Development and Training Infrastructure Design which included conducting initial needs assessments and gap analysis activities with HSA leadership, supervisors, and stakeholders. Project work includes: Designing a New Worker and On the Job Training Program that supports all program areas within the agency, creating a Business Model for ongoing staff development and ensuring agency handbooks and training materials remain updated, develop a "Train-the-Trainer" curriculum and train existing staff on the areas of curriculum development, adult learning theory, learning objectives, transference of learning and measurement of trainee performance.

State of Indiana – Indiana Department of Veteran's AffairsEngagement Manager, Evaluation of Veteran's Benefits and Assistance Operations

Worked with the IDVA team to meet their overall objective of providing a quality evaluation of business processes for Veterans' benefits and support services operations, and processes for identification of Veterans, and their eligible dependents who qualify for United States Department of Veterans' Affairs (USDVA) benefits. Working with IDVA on:

- Leveraging technology and opportunities to integrate information from multiple sources.

- Developing an organizational structure to effectively coordinate services for Veterans.
- Understanding the disparity in compensation and pension benefits compared to other states.

EDUCATION

Maxwell School of Citizenship & Public Affairs at Syracuse University
Masters of Public Administration

Syracuse University
Bachelor of Arts



Rachel Goldstein
Senior Consultant
Public Consulting Group,
Inc.

RELEVANT PROJECT EXPERIENCE

City of Detroit, Office of Contracting and Procurement

Project Manager, Procurement Reform Business Process Redesign

Leading business process redesign and change management activities to increase operational effectiveness, maintain compliance with the City's Plan of Adjustment, and support the City's goal of \$2 million in contract cost savings. Key project activities include an assessment of current processes, redesign of to-be processes, development of Division performance metrics, development of a change management plan and supporting materials, procurement and implementation of the interim IT system to support future processes, and facilitation of the review of the City's boilerplate contract language. Ongoing activities include helping the division's executive team use data to manage performance, assisting other quasi-City entities implement the eProcurement tool, and developing a scalable procurement planning process grounded in budget data.

City of Detroit, Office of Departmental Financial Services

Project Manager, Change Management Consulting

Led the creation of a change management plan and written resources to help a variety of stakeholder groups understand ODFS's role in key financial functions and Oracle ERP system implementation. Materials included web content, key messages, collateral documents, and desk guides. Led the development of "A Department's Guide to Central Services," which identified 18 common service needs faced by City departments, and outlined the steps to initiate, track, and follow up on the requests with the respective division of the Office of the Chief Financial Officer.

City of Detroit, Office of Grant Management

Project Manager, Grants Management Reform Assessment and Implementation

Led business process redesign, system implementation, and change management activities to help increase effectiveness of the Office, compliance, and the overall grant portfolio. Key project activities included a review and redesign of all current business processes, planning and implementation of IT systems to support business processes, development of a Standard Operating Procedure Manual, and rebranding and change management efforts.

Chicago Housing Authority, Housing Choice Voucher Program

Project Manager, Comprehensive Analysis of HCV Program Administration

Leading a program analysis and redesign project to assist CHA determine the costs and benefits of bringing the HCV Program in-house from its currently outsourced model. Key project activities include mapping existing processes and IT applications, designing a future state program administration model for in-house management, and recommending changes to CHA's organizational structure and staffing counts. PCG's program design will inform a Cost Benefit Analysis to identify all relevant costs to operating the HCV Program, risk analysis, and transition plan.

City of Denver, Budget Management OfficeSubcontractor, eCivis Configuration and Implementation

Led the development of a Fit Gap Analysis and change management plan for the eCivis grant management system. Key project activities included review of the City's business processes cross departments with an active grant portfolio, augmenting existing business needs for the system, analyzing the extent to which the system supported existing business needs, and recommending alternative solutions to areas of ongoing misalignment. Developed a change management plan, which identified key audiences, messages, materials, distribution methods, and schedule for initial distribution and follow up.

State of Rhode Island, Department of Human ServicesProject Manager, Work Support Strategies Grant Management

Served as Project Manager for the State's Work Support Strategies grant to streamline service delivery across SNAP, RlTeCare, RI Works, and Child Care. Managed and oversaw the implementation of the State's project plan, including business process redesign, redesign of field office lobby signage and customer flow, cross-program policy simplification and alignment, client and staff communication improvements, and redesign of the RI Works program. Supported project integration with the State's ACA planning and development of RI Bridges' integrated eligibility system.

State of North Carolina, Department of Health and Human ServicesProject Team Member, Work Support Strategies Implementation Grant

Provided continual project management and consulting for the State's implementation grant. Led a project workgroup to develop a statewide communications plan, including targeted messages to increase buy-in from key stakeholders. Contributed to the development of a statewide Practice Model, outlining key aspects of ideal service delivery in the state. Managed the development of a marketing video aimed at increasing buy-in from front line staff. Led development and ongoing management of a project website.

Aligned Certification Period Pilot

Designed and implemented a three-month study to test a new policy aligning certification periods across SNAP and Family & Children's Medicaid. Performed ongoing data quality control and data analysis. As a result of this pilot, the State has moved forward with this policy on a statewide basis.

Work Support Strategies Planning Grant

Assisted DHHS to develop a strategic vision for streamlining service delivery across health and human services programs during the planning year. Assisted in the facilitation of visioning sessions with agency and county staff to develop a diagnostic assessment, which secured an additional \$1.5 million in implementation grant funding. Coordinated and assisted in planning and implementation activities for this statewide initiative, which included working with a variety of stakeholders. Led marketing efforts to enhance county staff project awareness and buy-in. Led statewide data analysis to determine caseload overlap, duplication, and administrative effectiveness and efficiency. Programs within scope of this engagement include SNAP, TANF, Medicaid, and Child Care Subsidies.

Integrated Eligibility

Assisted the State in determining integrated eligibility opportunities for means-tested programs, including SNAP, TANF, Medicaid, and Child Care Subsidies. Identified similarities and differences among programs, conducted time-savings analysis, and recommended steps to increase efficiency for eligibility determination processes. Implemented a multi-county pilot to test a proposed policy to align certification periods for clients receiving Family & Children's Medicaid and FNS.

Assessment of Alternatives to Face-to-Face Interview Model in SNAP

Led the successful effort to obtain a grant to fund the State's participation in an FNS demonstration project to evaluate the effects of eliminating the face-to-face interview in SNAP eligibility determination. Performed business process review in each pilot county to develop the alternative intake process, which ensured the validity and integrity of study results and supported the no-interview model. Assisted in the development of a client communication toolkit to support enhanced communication efforts.

State of Delaware, Department of Health and Social Services**Project Team Member, Review of Grants Administration Practices**

Assisted in the review of internal grants administration practices within DHSS. Determined strengths and weakness of federal grants management practices, including a review of internal controls, staffing, spending plans, interagency collaboration, and strategic planning. Identified national best practices in human service grants administration and developed recommendations for improved grants administration. Divisions in scope included Social Services, Public Health, State Service Centers, Medicaid/Medical Assistance, Child Support Enforcement, and Aging/Adult Services.

Commonwealth of Massachusetts, Rehabilitation Commission**Project Team Member, Internal Controls Review**

Performed review of existing processes and procedures, review of comparable models from other organizations, gap analysis, and made recommendations for improvement. Client deliverables included an As-Is Review Report, a synopsis of best practices gleaned from other examples of internal controls, and an implementation plan for creating a user-friendly and audit-ready Internal Controls Plan.

City of Philadelphia, Philadelphia Workforce Partnership**Implementation Team Member, Title I WIA Adult and Dislocated Services One-Stop Operations**

PCG was selected to assume operation of the City's One-Stop and Employment Services system. Assisted in change management and implementation efforts to transition operations, staff, and facilities. Led the as-is business process review, development, and implementation of an alternate process focused on compliance and meeting performance goals. Assisted with stakeholder relations, business development, and partner engagement.

State of Ohio, Department of Jobs and Family ServicesProject Team Member, Review of Work Participation Rates

Conducted an in-depth review of the State's work participation rate, including site visits to review office processes, structures, and procedures for engaging TANF participants, utilization of Pay for Performance, work experience placements, hours tracking, use of data tools, quality control, and identification of best practices. Recommendations informed the Department's approach to meeting statewide all family and two parent WPR.

State of Mississippi, Department of Human ServicesProject Team Member, National Accuracy Clearinghouse Evaluator

Evaluated the development of a USDA-sponsored National Accuracy Clearinghouse database that sought to reduce interstate dual participation in the SNAP and Disaster SNAP programs. The evaluation team determined the effectiveness of the process for identifying, removing, and preventing dual participation in each of the five participating states. The team worked closely with the development contractor to ensure the system included the necessary human services business requirements. PCG evaluated gains in effectiveness and efficiency and conducted a cost-benefit analysis to determine the value of expanding this database to all fifty states.

PRIOR EXPERIENCE**Rhode Island Executive Office of the General Treasurer**Policy Analyst

Managed public policy research and analysis in the areas of economic development, retirement, pension investment, and alternative savings vehicles for municipal governments. Assisted in the implementation of the Economically Targeted Initiative to drive community development. Developed program design of a state-sponsored Universal Voluntary Retirement Accounts. Identified new investment opportunities for the \$6 billion Employees' Retirement System (ERS). Developed an environmentally sustainable investment program for ERS. Drafted legislation giving the Treasury statutory authority to create a municipal short-term cash investment pool. Wrote Requests for Proposals for investment advisory services. Served as the Office's direct contact with the General Assembly and represented the Treasury at all state budget proceedings.

EDUCATION**Northeastern University**

Master of Science in Public Administration

University of Massachusetts, Amherst

Bachelor of Arts



Jenny Six

Consultant
Public Consulting Group,
Inc.

RELEVANT PROJECT EXPERIENCE

City of Detroit, Office of Contracting and Procurement

Project Manager, Procurement Process Reform Design and System Implementation

Part of the team managing the citywide business processes redesign and technology implementation for the Detroit's procurement and contracting functions. Efforts have been focused on system set up, process redesign, change management and ongoing support for agency staff and suppliers. Streamlined and centralized processes, along with electronic bid and contract management support the goals of time efficient, compliant, and strategic purchasing by the City of Detroit.

Plays a central role in multiple components of this effort, including process mapping and redesign, data collection and management, system configuration, operational readiness, communication efforts, and production of training resources for suppliers and agency staff.

City of Detroit, Office of Departmental Financial Services

Team Lead, Change Management Consulting

Developing materials focused on helping stakeholder groups understand ODFS's role in key financial functions. Materials include process documents and a department facing guide to Detroit's major central services processes.

Commonwealth of Massachusetts, Executive Office of Health and Human Services

Project Team Member, Department of Transitional Assistance Integrated Eligibility SNAP Business Process Redesign

Contributed to multiple aspects of a large-scale business process redesign with a focus on the training and operational readiness of staff statewide. Facilitated the training of 20 agency staff trainers and over 1200 state employees; executed computer based and lecture style learning classroom training sessions in conjunction with business process redesign efforts.

Operational readiness activities including desktop support, ad hoc training sessions, review sessions, policy and procedure statewide webinar and PC-based lessons for staff. Contributed to the development of operational readiness checklists, training content and a training video. Implemented policy and procedural changes at local DTA offices across the state through desk side assistance and localized business process analysis to ensure that all business process redesign efforts were executed in a consistent and effective manner statewide.

Performed technology implementation activities including user acceptance testing and test scenario development. Developed and facilitated time/motion studies for two major agency process changes: back-scanning specific documents submitted before implementation, and the steps that go into document processing post-implementation.

PRIOR EXPERIENCE

Worcester Division of Public Health

Policy Research and Development Intern

Researched health equity programs across the country, created a database of programs with implementation possibilities for the Greater Worcester area, and reported recommendations for the best fit programs and goals. This analysis included recommendations regarding how these existing programs could be modified to better fit the needs identified by Worcester community partners.

EDUCATION

Clark University

Bachelor of Arts



Janice Blemur

Business Analyst
Public Consulting Group,
Inc.

RELEVANT PROJECT EXPERIENCE

City of Detroit, Michigan – Office of Grants Management

Project Team Member - Grant Management Process Reform Design and System Implementation

Currently part of the team managing the citywide business processes redesign and technology implementation for Detroit's grants management functions. Efforts have been focused on system set up, process redesign, change management and training for agency staff and grantors. Primary duties include: system configuration and maintenance, city-wide training, operational readiness, and communication efforts.

City of Detroit, Michigan, Office of Grants Management

Project Team Member, Grant Management Process Reform Design and System Implementation

Assisted in managing the citywide business processes redesign and technology implementation for Detroit's grants management functions. Efforts have been focused on system set up, process redesign, change management and training for agency staff and grantors. Played a central role in the development training resources and the delivery of city-wide training on process and system training. Duties included: process mapping and redesign, system configuration, city-wide training, operational readiness, and communication efforts.

PRIOR EXPERIENCE

Massachusetts State Legislature

Legislative Director, Massachusetts State Senate

Directed the development of policy positions and legislative initiatives and recommended strategies for accomplishing strategic legislative objectives. Served as the primary liaison between municipal and state offices and other key stakeholders on policy issues. Responsible for preparing testimony, speeches, and correspondence related to the legislative agenda. Coordinated the 2016 Special Senate Committee on Housing Report detailing the state of Housing in Massachusetts and recommendation to address the issues.

Research Analyst, Massachusetts House of Representatives

Assisted in policy research and analysis in the areas of community development and small businesses. Managed committee duties including writing bill summaries, scheduling hearings, and summarizing testimony. Served as the Committee's direct contact with the General Assembly and constituents.

EDUCATION

St. John's University, 2012

Master of Art in Government

St. John's University, 2011

Bachelor of Science



Janae Green
Business Analyst
Public Consulting Group,
Inc.

RELEVANT PROJECT EXPERIENCE

State of Maine - Department of Health and Human Services

Project Team Member – TANF & TANF MOE

Project management on engagement to review spending claimed as TANF and TANF MOE and its compliance with federal regulations and guidelines. Assisting Maine in claiming and evaluating potential TANF and TANF MOE expenditures. Providing regulatory review of TANF rules and assessed risks involved in new TANF MOE claims. Creating claiming methodology for current and new claims. Developing standard operating procedures that Maine can use to evaluate new and existing claims and process claims.

State of Virginia – Department of Social Services

Project Team Member – Comprehensive Child Welfare System

Developed a Cost Benefit Analysis for SACWIS transition planning for OASIS project. Supported localities focusing on interfacing, data analytics and data quality through finding, extraction, analysis, and visualization.

State of Arizona – Department of Child Services

Project Team Member – Guardian Phase 2 Business Integration

Provided Project Management Operations and Business Integration support for Guardian SACWIS/CCWIS integration and transition planning for localities focusing on interfacing, data analytics and data quality through finding, extraction, analysis, and visualization. Review and recommend requirements to optimize solution.

PRIOR EXPERIENCE

Massachusetts Operational Services Division

Analyzed program goals and objectives and assured successful completion by adhering to an astute agenda of program deliverables. Made assessments, evaluations, and recommendations for functionality and usability modifications. Compiled quantitative and qualitative data to aid in the analysis and assessment of performance metrics to assist user community in meeting program goals. Led daily development of strategies and plans for producing and implementing approaches in communications and integration production for the COMMBUYS project. Developed user-acceptance testing scripts, job aids, user manuals, performance metrics, evaluations, and training and scoring/assessment materials using best business practices. Assisted in e-Learning development as well as produced video pieces, including story boarding, shooting, and editing of material.

Massachusetts Department of Environmental Protection

Performed multi program data analysis & generated crosswalks of complex data sets for internal and external users. Collaborated w/EPA Region 1 and Headquarters RCRA staff to provide end-user testing for public access web applications. Collected and QA/QC reviewed data records to report trends/inconsistencies in UST reporting on current and new tanks. Served as an agency point of contact for the public's data reporting questions for the

UST, Hazardous Waste and Asbestos programs. Performed final QA/QC review of the DEP 2011 EPA Biennial Hazardous Waste Report submittal that characterizes the waste generation activities of 450 Massachusetts Large Quantity Generators. Developed and implemented the “In-Compliance Resubmission/Rejection Form” for UST program to account for inspection deficiencies reflected in FP 289 submittals.

EDUCATION

Northeastern University

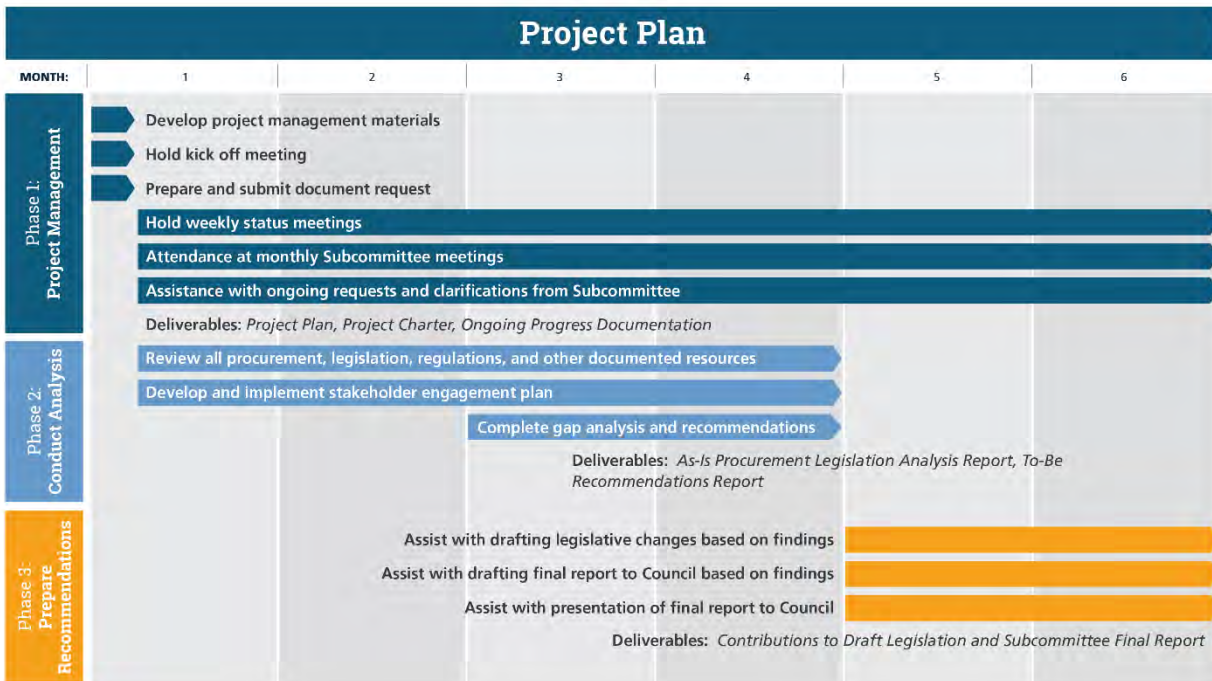
Master of Public Administration

Spelman College

Bachelor of Arts

F. Approach

PCG has prepared a comprehensive approach to the procurement analysis and recommendations requested by BLR. This section provides a detailed explanation for how our team will complete the required scope of work. The project team plans to complete this work within 6 months from the contract execution date, within the following phases of work.



Phase 1: Project Management

PCG's proven project management methodology will effectively and successfully guide all stakeholders through this project lifecycle: from initiation/conceptualization, planning, and execution through monitoring and closing. This section explains how PCG will use our Project Management Methodology (PMM) to work with the BLR to assess the State's procurement legislation and to develop best practice-driven recommendations.

Effective project management is more than building a schedule, assigning tasks, and monitoring progress. Project management requires looking at a challenge, understanding the goal, plotting a course, and keeping work on track until completion. PCG's PMM draws upon formal processes and standards established by industry leaders such as the Project Management Institute (PMI) and the Institute of Electrical and Electronics Engineers (IEEE); it has been customized based on our 30 years of hands-on project delivery expertise; and it acknowledges that as each project is unique it must have the flexibility to respond to specific needs and challenges.

Tenets of PCG's Project Management Methodology

PCG's project management methodology is built on three tenets that serve as its cornerstone. These are applicable to all projects, and reinforce the notion that successful projects require a commitment that starts on day one:

- **Understand the Goal** – Success begins with an understanding of the project. Project Managers must be active listeners, avid consumers of information, and facilitators of structured discussion that results in a common understanding of the project goals by all parties.
- **Be Proactive and Stay on Task** – progress is maintained by thinking ahead, communicating actively, being collaborative, leading decisively, and accepting responsibility of outcomes.
- **Deliver Results** – Success is realized when a project is delivered on time, in scope, and on budget – and we have exceeded our clients' expectations.

Our PMM employs a structured and repeatable process that is broken into four industry-standard process groups that interact and overlap iteratively over the life of the project:

PCG's Project Management Methodology (PMM)



In addition to these standard phases of our PMM lifecycle, the PCG team will utilize the following approach to manage project communications, risks, and quality assurance.

Project Communications

Consistent and effective communication among stakeholders is critical to get tasks done effectively, on schedule, and on budget. We value shared knowledge and empower project stakeholders with frequent and dependable project communication. Our team will constantly be surveying for project issues and opportunities for updates, in addition to communicating project issues during weekly and monthly status meetings.

Risk Management

A risk is any factor that may potentially interfere with the scope, time, cost or quality of the project. With early identification and recognition of potential problems, the project can avoid or minimize a problem through proper actions. Our Project Manager will track and manage risks during the project; however, all project stakeholders may identify risks and support their management and resolution. BLR will be briefed on risk management activities through the Weekly and Monthly Status Reports.

PCG utilizes a risk tracking register that has been standardized across projects. Risks will be logged into the register and managed via the Risk Management process. The following information is captured for each risk:

Risk Tracking Register

Criteria	Definition
Risk Number	A unique risk identifier
Priority	High, Medium or Low based on Risk Exposure
Area	Classifies the risk based on the source of the risk
Probability	Likelihood the risk will occur
Impact	Estimate of the impact of the risk on the project should it occur
Risk Description	Detailed description of the risk

As PCG identifies risks, the Project Manager will communicate the risk to BLR and propose ways to plan for and respond to each risk should it occur. Effective risk planning will help PCG and BLR to manage, avoid, transfer, mitigate, or accept the risk ahead of time.

Quality Assurance

PCG begins laying the groundwork for high-quality and value-add deliverables from the beginning. We have a systematic process to ensure quality, which includes:

- **Deliverable Expectations** – We will clearly define our proposed deliverables at the start of the project and ensure these align with BLR's expectations up front. Within the Project Charter, we will document the purpose, scope, content, and distribution of each deliverable. PCG will check each deliverable against the Project Charter to ensure the final product accomplishes BLR's goals and adds value consistently throughout development.
- **Project Manager and Engagement Manager Review** – Every work product will be thoroughly reviewed by both the Project Manager and Engagement Manager for quality, accuracy, and value.
- **BLR Engagement** – After the deliverable expectations have been documented and our team has begun developing content, we will keep BLR up to speed in a few ways. First, we will share early findings or conclusions as we identify them to ensure that BLR is able to share their feedback and perspectives about the work before they receive a full draft. Second, PCG has built in standard review periods for each deliverable of no less than 5 business days. Depending on the complexity of the deliverable, we will expand the review period to allow for BLR to fully absorb and respond to the content. Finally, BLR will provide final sign off on all deliverables before they are considered final.

1.1 Develop project management materials

Within the first 2 weeks after contract execution, PCG will develop project management materials to help ensure the project produces high-quality deliverables on time and within budget. The Project Manager will develop a Project Plan and Project Charter.

- **Project Plan** – The PCG Project Manager will use Microsoft Project to develop a detailed project plan for review with BLR during the kick off meeting. The project plan will include a detailed list of tasks to be performed within each phase, the timeframe within which each task will be completed, and the staff assigned to each task. The Project Manager will update this plan weekly and distribute it to the BLR project team and other stakeholders, as necessary.
- **Project Charter** – We will develop a Project Charter to clearly describe how PCG and BLR will handle critical project management components during the project. The charter will include:
 - *High level project schedule* – The summary level project schedule will include the major task name, estimated timeframe for completion, and milestones.
 - *Deliverable goals and expectations* – We will define each deliverable and the business need it intends to serve.
 - *Communication protocols* – This section will identify the PCG and BLR staff who should be included in project, financial, risk, and deliverable-sign off communication.
 - *Risk management plan* – We will define all risks and response expectations based on priority, area, probability, and impact.
- **Status Report Template** – Ongoing status reporting will include:
 - *Weekly status reporting to BLR project team* – The PCG project manager will provide weekly status updates to BLR, ensuring there is sufficient information sharing and honest feedback to identify and solve issues the team may encounter. These weekly status reports will serve as an imperative means for PCG to communicate to BLR project staff any relevant project issues, current and future activities, milestones, risks and mitigations, or obstacles and solutions.
 - *Monthly status reporting to the Review Subcommittee* – PCG will provide BLR with a monthly written status report for presentation to the Subcommittee. The Project Manager will work with BLR to define the format, contents, and level of detail for these monthly reports based on the Subcommittee's specific goals. The PCG Project Manager, along with other PCG staff as necessary, will appear at all monthly meetings to answer questions or elaborate on any component of our work.

1.2 Hold kick off meeting

Within the 2 weeks of contract execution, we will hold a kick off meeting with the BLR sponsor and project teams, PCG, and other internal stakeholders to review project management materials, ensure the group is on the same page about the goals and expectations of the project, and initiate our work plan. To keep our travel expenses low whenever possible, we will plan to hold this meeting using our Cisco Webex webinar platform.

1.3 Prepare and submit document and information request

We know that public resources are limited, and as such, we always make sure to utilize all work that has been completed to date as much as possible. Within the first 2 weeks, PCG will prepare and submit a request to BLR for specific documentation and information, which will allow us to quickly get up to speed on the current state of procurement and contracting practices in Arkansas. Our request will likely include:

- Procurement policies and procedures
- Procurement workload data (e.g. bid and contract volume, processing times, etc.)

- Bid and contract templates
- Required forms and exhibits
- OSP organizational chart
- Audit reports over the last 3 years
- Data on vendors that did not submit bids for past procurements

1.4 Hold weekly status meetings

Once the contract is executed, PCG will schedule and manage weekly status meetings with the BLR project teams. We will work with BLR to validate the template for the weekly status report, but agenda items typically include:

- Project accomplishments to date
- Activities and milestones to be completed during the next reporting period
- Proposed changes to project activities
- Proposed risks and mitigation strategies
- High priority issues and accompanying plan of action
- List of obstacles to progress and recommended solutions
- Initial findings or conclusions from project work
- Any other topics, questions, or concerns from the BLR team

The PCG Project Manager will distribute an agenda ahead of each meeting, as well as an updated project plan. After each meeting, the Project Manager will distribute notes from each meeting. We will hold status meetings either in person or remotely using our Cisco Webex webinar platform.

1.5 Prepare monthly written status updates

Starting immediately, the PCG Project Manager will create and submit monthly reports according to the established schedule.

1.6 Attend monthly subcommittee meetings

Starting immediately, the PCG Project Manager will attend monthly Subcommittee meetings to present additional detail or answer questions about the written status update.

1.7 Provide assistance with ongoing requests from the Subcommittee

As requested by BLR or the Subcommittee, PCG will be available to assist with ongoing requests related to this project.

Phase 1 Deliverables:



Final Project Plan

The project plan included in this section will serve as the starting point for the final project plan. Once it has been reviewed and validated during the kick off meeting, the Project Manager will share the final version with BLR. This plan will guide all project work activities, and be reviewed and updated with progress estimates on (at least) a weekly basis.



Project Charter

The project charter will establish governance practices for the project. The document will include a project overview narrative, high level scope and schedule, a project organizational chart, project roles and responsibilities, communication plan, and risk management plan.



Ongoing Progress Documentation

The Project Manager will update BLR on project progress during each status meeting, when issues arise and require immediate attention, or by request. In advance of each status meeting, the Project Manager will share an agenda and updated project plan. After each status meeting, they will distribute notes to keep the BLR team informed.

Phase 2: Analyze Procurement Laws, Regulations, and Documented Resources

From approximately Month 1 – 4, we will conduct an in-depth analysis of the entire procurement and contracting landscape for the State of Arkansas. **The network of legislation, regulations, and procedures are highly integrated: interpretation of high level guidance can create major challenges downstream.** In our experience, the relationship between legislative requirements and operations also becomes more complex as a result of IT systems and longstanding business practices. Through our 30 years of organizational improvement experience and our recent work in the City of Detroit, we have a tested methodology to assess each component of Arkansas's procurement environment and recommend improvements to the state's legislation.

Our expert team will deploy our Sustainable Change™ organizational improvement methodology to closely analyze the legislative procurement requirements, gather information from a wide array of stakeholders, and determine the gaps between the state's statutory requirements and desired procurement and contracting environment. This work will serve as the foundation for tailored recommendations in Phase 3.

Our Sustainable Change™ methodology – our approach to making **meaningful and lasting change in government organizations** – is a bundle of knowledge and tools that supports the growth, change and revitalization of organizations and their operations. It is built upon experience, industry standards, curiosity, and imagination. Our process analysis methodology adapts many features of Lean and Six Sigma. Our approach is also grounded in tools developed by the American Public Human Services Association (APHSA) and its Organizational Effectiveness unit.

2.1 Review all procurement related legislation, procedures, and other documented resources

The project team will build on our existing expertise in federal procurement regulations (including the FAR and 2 CFR 200) and procurement best practices with a thorough review of Arkansas's legislation, as well as documentation requested during Phase 1. To begin, we will review the following statutes:

- Arkansas Code Title 12. Law Enforcement, Emergency Management, and Military Affairs § 12-30-2. Prison-Made Goods

- Arkansas Code Title 15. Natural Resources and Economic Development § 15-4-3. Minority Business Economic Development Act
- Arkansas Code Title 19. Public Finance § 19-4-12. Disbursement of Public Funds
- Arkansas Code Title 19. Public Finance § 19-11. Purchasing and Contracts
- Arkansas Code Title 22. Public Property
- Arkansas Code Title 23. Public Utilities and Regulated Industries § 23-61. State Insurance Department
- Arkansas Code Title 25. State Government § 25-19. Freedom of Information Act
- Arkansas Code Title 25. State Government § 25-26. Access to Information Technology for the Visually Impaired
- Arkansas Code Title 25. State Government § 25-34. Arkansas Computer and Electronic Solid Waste Management Act
- Arkansas Code Title 25. State Government § 25-36. Arkansas Economic Opportunity Expansion Act

We will analyze
Arkansas's procurement
legislation to answer these
critical questions:

1. Does the requirement align with procurement best practice?
2. Is it clear what the legislation is saying?
3. Is the legislation consistent throughout?

In our experience, legislative guidance tends to be a patchwork of requirements sewn together over many years and in response to a variety of different issues. With this in mind, we will assess Arkansas's procurement rules and regulations based on the following criteria.




- **Criterion 1: Alignment with procurement best practice** – PCG will review each requirement to assess and rate its alignment with procurement best practice. While each best practice concept will look a little different in each organization, practices like cooperative purchasing and clear evaluation frameworks for competitive bids are consistently accepted as positively contributing to a procurement organization's ability to operate effectively, efficiently, and transparently. For each requirement, we will ask: *"Does the requirement align with procurement best practice?"*
- **Criterion 2: Clarity** – There is almost always an element of interpretation that can be applied to legislative guidance; however, the extent to which the statute provides sufficient information to properly interpret and apply the rules has a direct impact on how the system functions overall. For each requirement, we will ask: *"Is the requirement clear?"*
- **Criterion 3: Consistency** – Arkansas's "Procurement Laws & Regulations" document is 170 pages and includes requirements from 6 titles of the Arkansas Code. In our experience, this span of content can include requirements that do not perfectly align or outright contradict each other. We will review each section to flag such instances, and propose options to resolve the inconsistency in our recommendations. For each requirement, we will ask: *"Is the legislation consistent throughout?"*

We will capture our conclusions in the **Procurement Legislation Analysis Report**, which will provide a summary and detailed assessment of each legislative requirement using the criteria discussed in this section. For each requirement, we will define the following information:

- **Section Topic** – This field will identify the functional procurement area being discussed.
- **Citation** – We will provide the statutory citation for the section topic, and specific section references where necessary so our analysis can easily be traced back to the original requirement.

- **Legislative Requirement** – We will summarize each legislative requirement from the original requirement.
- **Areas of Alignment** – We will apply the following color scale and numerical rating system to each requirement to indicate its level of alignment with the evaluation criteria identified above. Visual representation of the alignment with each criterion will allow BLR to quickly discern big picture observations at a glance, and the numerical rating will allow us to objectively rank each requirement consistently throughout the full body of legislation.

Alignment Summary Scale

Color Rating	Color Description	Numerical Rating	Numerical Description
	High	3	The existing requirement is 80% - 100% aligned with each evaluation criterion. There are no significant and/or specific examples where the legislation does not align.
	Medium	2	The existing requirement is 60% - 79% aligned with each evaluation criterion. There are moderate and/or specific examples where the legislation does not align.
	Low	1	The existing requirement is 0 – 59% aligned with each evaluation criterion. There are major and specific examples where the legislation does not align.

- **Preliminary Opportunities for Updates**– We will offer high level opportunities the Arkansas State Legislature and/or procurement executives should consider for improvement. These opportunities will be early-stage considerations, and will be significantly augmented by information gathered through our stakeholder engagement work.

As an example, we applied our framework to one component of the legislation guiding emergency procurements in Arkansas. While this is a very high level example, this captures the types of insights and considerations we would offer about the legislation itself and other supporting resources.

Example Legislative Analysis Scorecard

Example Legislative Analysis Scorecard				
Topic: Emergency Procurements				
Citation: Arkansas Code Title 19. Public Finance § 19-11-233. Emergency Procurements				
Legislative Requirement	Best Practice Procurement	Clarity	Consistency	Preliminary Opportunities for Updates
Example: Unless the situation is critical, OSP must receive at least 3 bids.	M	L	H	Legislation should provide a clear definition for "critical." Based on this definition, OSP procedures should outline the requirements and acceptable documentation for the 3 bids (i.e. phone, email, fax) and how normal evaluation criteria do or do not apply.
Total	2	1	3	

2.2 Develop and implement stakeholder engagement plan

In order to fully understand the effectiveness of the State's procurement legislation, we will need to work closely with those implementing and following the guidance on the front lines. We plan to engage a variety of stakeholder groups to ensure we obtain and consider information from all perspectives. We will document our tailored plan to engage each stakeholder group in a **Stakeholder Engagement Plan**, which will include the following networks:

- **Legislators** – As an elected voice for citizens and businesses across the state, members of the Arkansas State Legislature play a vital role in making sure the legislation supports a fair, transparent, and progressive approach to procuring and contracting within the State's \$34 billion operating budget (Arkansas.gov, "Funded Budget by Fund Source"). We will engage members of the legislative body to share their priorities, expectations, and opinions of the gaps related to the existing body of legislation.
- **Suppliers** – We will engage suppliers, from a variety of commodity areas, who have done business with the State in the last year to share their perspectives on how the procurement and contracting processes impact their business. This group will include representation from legal, architectural, engineering, construction management, and land surveying professions.
- **Office of State Procurement (OSP)** – As the group implementing the procurement-related provisions of the Arkansas Code, this group is directly impacted by the legislation as it is written and interpreted. We will work closely with executives, management, and line staff to assess the tools, processes, and systems that are in place to support the implementation of the procurement legislation.
- **State Departments** – While Arkansas's 3 million citizens (Census.gov, "2016 Population Estimates") are the constituency for the legislature, the State Departments are the customers of the OSP. We will engage a varied grouping of State Departments to understand how the legislative requirements impact their ability to deliver services to communities across the state.

The Stakeholder Engagement Plan will employ a variety of methods tailored to meet the unique needs of each group – including *facilitated sessions*, *process observations*, and *surveys*. The following table indicates our proposed methods for each group:

Stakeholder Engagement Methods, by Group

Stakeholder Group	Facilitated Sessions	Observations	Surveys
Legislators	✓		
Suppliers	✓		✓
OSP	✓	✓	✓
State Departments	✓		✓



Facilitated Sessions

We use facilitated sessions – including **focus groups** and **interviews** – to gather information that is not available or fully discussed in current documentation, such as gaps in written process documentation, staff and stakeholders' perspectives on current processes, and ways they believe processes and systems can be improved. While we plan to utilize some form of facilitated session with all stakeholder groups, we will work closely with BLR to determine whether a focus group (which traditionally has between 2-12 people) or individual interviews are most appropriate for each group.

Facilitated sessions require time from stakeholder staff, and as such, we prepare extensively on the front end by developing a detailed **Facilitated Session Plan**. This helps to ensure that we can gather the necessary information as quickly and efficiently as possible. The plan will include a schedule overview, as well as objectives and discussion questions for each session. We will review the Facilitated Session Plan with BLR, incorporate feedback from Bureau staff, and share the plan with all participants prior to the visit.

We will prepare intensively by studying information already available and working closely with BLR to ensure we are directing the right questions and discussions at the right people. The following table is a high level example of a session plan:

Example Focus Group and Interview Plan

Session Name	Summary	Goal	Outputs	Sample Discussion Topics
OSP Management Team Focus Group October 1, 2017 from 9:00 – 11:00	The PCG team will meet with the management team to gather high level information about the current	By the end of this session, the team should have an understanding of the ways in which current legislation does/does not align with OSP's business needs, tools, and	Alignment Matrix	<ul style="list-style-type: none"> Please describe your role and responsibilities. Which legislative requirements has OSP historically struggled the most to implement? Are there particular statutes that have limited OSP's efforts to implement best practice procurement strategies?

Session Name	Summary	Goal	Outputs	Sample Discussion Topics
AM	legislation.	capacity.		<ul style="list-style-type: none"> What tools and methods does OSP have in place to ensure compliance with legislative requirements?



Observations

For the OSP group, the project team will supplement the focus groups and interviews with observations, primarily in the form of job shadowing. By observing procurement staff's actions in their everyday environment, we can gain important insight on the way they utilize technology and are impacted by (or compensate for) existing legislative requirements. We will plan the observations in the same fashion as the facilitated sessions, and will document this planning process in an **Onsite Review Plan**. When planning job shadowing as part of office observations, we consider the following:

- Office management tends to direct consultants to shadow their strongest staff, so we will request to shadow multiple staff members to gain a more balanced understanding.
- Depending on the nature of the process being observed, we try to arrange the session with staff ahead of time so they can have various types of procurements and contracts to review with us.



Surveys

Surveys will be instrumental in our ability to gather information from larger stakeholder groups that we cannot effectively engage through facilitated sessions or process observations. We will administer an electronic survey to gather **qualitative** and **quantitative** information about ways each stakeholder group is directly impacted by the current procurement and contracting legislative requirements. We will thoroughly plan the following aspects of successful survey administration.

- Survey design** – We will design and administer the survey electronically using Survey Monkey. We will work with BLR to determine the most optimal sampling methodology, depending on the total number of staff and organizations to be included from each group. We will design the survey questions to include a variety of question types, including multiple choice, matching, Likert scales, and a limited number of free form responses.
- Questions** – Each stakeholder group brings its unique experiences and perspectives to their dealings with the procurement and contracting. Suppliers are most interested in having fair and equitable opportunities to win State work, and when they do, getting paid timely. State departments are most concerned with meeting critical business needs quickly, getting best-value

We will craft stakeholder survey questions that are relatable to each group, but allow us to glean information about the impact of specific legislative requirements.

goods and services, and successfully managing supplier relationships. It is likely that none of these groups has traced the factors that make their priorities possible to State legislation. Therefore, we will craft survey questions that are relatable to each group, but allow us to glean information about the impact of specific legislative requirements.

Sample Survey Topics

Stakeholder Groups	Goal	Sample Topics
Suppliers	<ul style="list-style-type: none"> Understand how the State's procurement laws, regulations and processes impact the business community Identify factors that inform a business's decision to bid or not bid on State contracts and determine the impact of State legislation 	<ul style="list-style-type: none"> Factors that inform a decision to bid or not bid on a particular solicitation Reasons why businesses do or do not want to work with the State Changes the State could make to improve suppliers' experience
OSP	<ul style="list-style-type: none"> Give staff a chance to provide honest feedback, confidentially Capture quantitative feedback about their perceptions of current processes 	<ul style="list-style-type: none"> Aspects of the process that: <ul style="list-style-type: none"> Are working well Staff would change if they could Most negatively impacts the suppliers they work with Takes the longest and/or is most labor-intensive Extent to which current IT systems support their processes How work and quality is measured OSP's top priorities
State Departments	<ul style="list-style-type: none"> Give staff a chance to provide honest feedback, confidentially Capture quantitative feedback about their perceptions of current processes 	<ul style="list-style-type: none"> Aspects of the process that: <ul style="list-style-type: none"> Are working well Staff would change if they could Most directly impact their ability to deliver services and meet citizen's needs Impact of procurement rules and regulations on Department's ability to: <ul style="list-style-type: none"> Manage its budget and spending Remain compliant with grant requirements Level of staff resources necessary to manage its procurement needs Recommended changes

- Communication** – We will draft a survey announcement to explain the purpose of the survey, expectations of confidentiality, and how to access help if needed.

- **Technical assistance and support** – PCG will dedicate a project team member to be available to provide direct support to anyone completing the survey via phone and email.
- **Tracking** – Given the breadth of staff who will be participating in the survey, it will be critical to track response rates. We will determine the optimal data point (e.g. name, organization, stakeholder group, etc.) to use to track respondents depending on the sample size and nature of the questions.
- **Analysis** – When the surveys have been completed, PCG will analyze the results and share high level findings with BLR. We will use the results to inform our approach and planning for our onsite work with state staff.

2.3 Complete gap analysis and recommendations

Once PCG has gathered information from all sources, we will refine our assessment of current legislation and provide specific recommendations to improve the State's procurement laws and rules. We acknowledge that public organizations face significant financial and staffing constraints, and our Sustainable Change™ methodology supports delivering actionable recommendations that can be implemented right away, as well as longer-term recommendations that require more planning and consideration. As such, we will offer recommendations to BLR in the form of "quick wins" and long term recommendations.

PCG will capture our recommendations in the **Procurement Improvement Report**, which will include the following information for each functional procurement area from the State's legislation and other resources.

- **Topic** – This field will use the definition as used in the Legislative Analysis Scorecard.
- **Citation** – This field will use the definition as used in the Legislative Analysis Scorecard.
- **Legislative Requirement** – This field will use the definition as described in the Legislative Analysis Scorecard.
- **Alignment with Evaluation Criteria** – This field will use the definition as described in the Legislative Analysis Scorecard, but the content in this report will be updated to reflect new information gathered during the stakeholder engagement phase.
- **Short Term Recommendations** – This field will include recommendations that BLR should pursue within the next 12 months.
- **Long Term Recommendations** – This field will include recommendations that BLR should pursue within the next 1-3 years.

We will prioritize our recommendations to the State's legislation specifically, but we also expect that we will unearth opportunities related to other elements of the procurement environment, such as processes and technology. We will share any and all opportunities that we identify during our analysis. We will use the following template to propose changes to Arkansas Code or other parts of the as-is environment to better align it with procurement best practice and the local needs of suppliers, State departments, and staff.

Sample Recommendations Template

Topic: _____

Citation: _____

Legislative Requirement	Alignment with Evaluation Criteria	Short Term Recommendations	Long Term Recommendations
1			
2			
3			

In addition to the recommendations offered in this report, we will also provide implementation considerations to aid BLR and the State in carrying out our recommendations. Implementation considerations will address the following:

- **Sequence** – Do some steps have to be completed first? If so, what needs to be accomplished before other steps can happen?
- **Complexity** – Are there aspects of the recommendation that are particularly complex, and may high risk or need specialized subject matter knowledge?
- **Evaluation Measures** – If performance monitoring is necessary, what data is most critical to monitor? What systems would the State need in place to gauge its ongoing effectiveness and support continuous improvement?

Phase 2 Deliverables:**As-Is Procurement Legislation Analysis Report**

PCG will document our analysis of the State's procurement legislation, rules, and other documented resources. The report will discuss the level of alignment of each legislative requirement with best practice procurement, clarity, and consistency. We will present our findings with an easily-understandable summary and provide detailed information in a Legislative Analysis Scorecard. This report will also highlight preliminary legislative improvement opportunities.

**To-Be Recommendations Report**

Once we have completed the stakeholder engagement work, PCG will expand on the content from the As-Is Procurement Legislation Analysis Report to offer short and long term recommendations for improvement, as well as implementation considerations and action steps. This report will highlight the gap between the current environment and the future state, informed by extensive stakeholder feedback. It will also provide BLR with a practical roadmap to put the recommendations into practice.

Phase 3: Prepare Recommendations**3.1 Assist BLR with legislative changes and drafting the final Subcommittee report**

From approximately Month 4 – 6, we will work closely with BLR to draft legislative changes and the final report the Subcommittee. During this phase, we will provide the following support:

- **Presentation and clarifications to the Review Subcommittee** – PCG will present our assessment and recommendations to the Review Subcommittee, and ensure all questions and clarifications from subcommittee members are addressed.
- **Revise legislative language to provide statutory support for the recommended changes** – We will draft legislative changes to support recommendations approved by the Review Subcommittee. Our revisions will help to bring the legislation in alignment with best practice procurement and need for clarity and consistency.
- **Draft sections of the final report from the Subcommittee** – We will build on the To Be Recommendations Report to capture the full breadth of assessment, conclusions, and recommendations to the Arkansas Legislative Council.

Phase 3 Deliverables:



Contributions to Draft Legislation and Subcommittee Final Report

While PCG's To Be Recommendations Report will likely comprise a large portion of the Subcommittee Final Report, we also expect to support BLR's needs related to drafting legislative changes and other content to reflect the group's recommendations. We will provide capacity and subject matter expertise to help the Subcommittee satisfy its requirement to the Arkansas Legislative Council.

5.5.1 BACKGROUND INVESTIGATION

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

5.6 SUBCONTRACTOR IDENTIFICATION

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

Section 6. Evaluation Criteria for Selection



SECTION 6. EVALUATION CRITERIA FOR SELECTION

6.0 GENERALLY

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

6.1 EVALUATION CRITERIA

Public Consulting Group, Inc. has read and is in agreement with the requirements set forth in this section.

Attachment A: Official Proposal Price Sheet



**ATTACHMENT A – OFFICIAL PROPOSAL PRICE SHEET (SEE SEPARATE
BINDER)**

Attachment B: Work Samples



ATTACHMENT B – WORK SAMPLES

PCG has selected the two documents below as sample work products related to this RFP. This section provides the project background of each sample work product and the connection to BLR's requested scope of services.

Sample Product 1: Procurement SOP Coversheet and Sample Chapter

Our team's experience with Detroit's Office of Contracting and Procurement (OCP) includes extensive process analysis, redesign, and documentation. These efforts culminated in the production of the OCP Standard Operating Procedures (SOP) Manual, which provides an orientation, policy guidance, a step by step procedure, and ordinance references for every major contracting and procurement function in the City. When the SOPs were first released, we paired the Manual with the attached Coversheet. The Coversheet explains major process changes, lists topics included in the Manual, and provides links to additional resources related to OCP's procedures. Together, the SOP Coversheet and Sample Chapter demonstrate the depth of PCG's experience working with Detroit's procurement policies and procedures, which are valuable for the review and recommendations requested by the State of Arkansas.

Also included in this attachment, please see the reference letter from the City of Detroit's Chief Procurement Officer speaking to the quality of our work and partnership with the City of Detroit.

Sample Product 2: Legislation Primer - WIOA

PCG has led significant analysis and implementation work related to the Workforce Innovation and Opportunity Action (WIOA). The WIOA Primer was produced as part of PCG's partnership with the National Association of Workforce Boards (NAWB) and intended to make this piece of legislation understandable to a wider audience. The primer provides an introduction to WIOA and includes recommendations for complying with this legislation at the State and Local level. This sample work product demonstrates an example of the legislation review, summary, and analysis that PCG can bring to BLR.



Boysie Jackson
Deputy CFO and Chief Procurement Officer
Office of the Chief Financial Officer
2 Woodward Ave., Detroit 48226
Phone: 313-224-4619
Fax: 313-628-1160
jacksonbo@detroitmi.gov

June 15, 2016

To Whom It May Concern:

I extend my highest recommendation for Public Consulting Group, Inc. (PCG). PCG has worked with the City of Detroit since 2013, and I have worked directly with PCG since 2014. Since they began working with Detroit, a total of four divisions of Detroit's Office of the Chief Financial Officer (OCFO) have contracted PCG to assist with administrative streamlining and organizational transformation work.

The PCG team began working with the City during an extremely difficult financial time. As Detroit emerged from bankruptcy in 2015, we had major organizational changes that were required by the City's Plan of Adjustment. PCG's work has been critical to strengthening our organization, and helping me execute my vision for procurement and contracting in Detroit. The PCG team worked closely with my staff to:

- Understand our operational model and processes, and draw from national best practices to develop and implement an organizational model and processes that would help to achieve cost savings and administrative efficiency,
- Produce a Standard Operating Procedure (SOP) manual that provides step by step guidance for Citywide procurement and contracting processes,
- Document IT system requirements for our new eProcurement system, and
- Implement our eProcurement system for electronic bid solicitation and contracting.

PCG's focus, work ethic, and sense of accountability for achieving the OCFO's goals have been critical to the City as a whole. The team consistently produces high quality work quickly and solves problems creatively, all while maintaining their commitment to collaborate with my team every step of the way. I can count on them to identify and pursue process changes that are in City's best interests, and remain diligent about maximizing project resources (time, travel budget, etc.). Finally, the team is highly responsive, engaging, and capable.

In 2015, The Michigan Public Procurement Officers Association which comprises of over 160 municipalities, recognized Detroit's Office of Contracting and Procurement as "Agency of the Year." PCG was central to achieving that recognition.

PCG is a trusted partner to the City of Detroit. I highly recommend their team to organizations in need of organizational restructuring, process redesign, and IT implementation.

Please feel free to contact me with any questions. I welcome it.

Sincerely,

Boysie Jackson
Deputy CFO and Chief Procurement Officer
City of Detroit



OFFICE OF CONTRACTING AND PROCUREMENT (OCP)

STANDARD OPERATING PROCEDURES (SOP) MANUAL OVERVIEW

The Office of Contracting and Procurement (OCP) is excited to announce the publication of its Standard Operating Procedure (SOP) Manual, which provides policy and procedural guidance on essential procurement functions (from procurement planning to contract management and closeout). The manual is OCP's most recent step toward centralizing and standardizing the City's processes, and incorporating procurement best practices into our operations. It serves as a resource first and foremost for OCP staff, but is a helpful reference for other OCFO divisions, City departments, and citizens interested in how Detroit is improving procurement practices. The complete SOP Manual is located within the OCP Document Library on OCP's intranet page which can be accessed by clicking [here](#) or taking the following navigation steps:

1. Access CityWeb on a City of Detroit computer
2. Click "OCFO"
3. Click "OCP"
4. Click the blue "OCP Documents Library" icon

Standard Operating Procedure (SOP) Manual Key Sections

General
Procurement
Information

Procurement
Planning

Making a
Purchase

Executing a
Contract

Internal
Controls

STANDARD OPERATING PROCEDURE (SOP) MANUAL HIGHLIGHTS

OCP made a variety of major policy and procedural changes to how it does business during the creation of this manual. Key highlights include:

- **Revised mission and vision** – OCP revised its mission and vision statements to align with the future direction of Office of the Chief Financial Officer and the City of Detroit.
- **Clear roles and responsibilities, organized by functional need** – The manual clearly explains the roles and responsibilities for everyone involved in each process, using step by step instructions and visual process maps. Each section references the documents and forms that are used to complete each process.
- **No more paper** – Detroit is now conducting all of its work electronically, including bidding, contracting, and contract signatures using BidSync.
- **More transparent and proactive procurement processes, aligned with best practice** – OCP developed policies and procedures that support more proactive and strategic procurement, in alignment with City Ordinances. Examples include annual procurement planning, market research, creation of a Compliance Team, and ongoing contract reviews during the lifetime of the contract.
- **Eliminate process steps that don't add value** – The City will only use processes that add value, and will not continue processes that do not. OCP eliminated unnecessary and duplicative approvals and signatures, paper-based processes, and extra handoffs. The most significant examples include:
 - *Replaced duplicative and manual methods of requesting goods or services with the requirement that all procurements are initiated through an Oracle Cloud requisition*
 - *Eliminated approvals and signatures that don't add value, while tailoring approvals that are in the best interests of the City and suppliers*
 - *Replaced the historically manual funds checks by the Office of Budget with an automated process in Oracle Cloud*

QUESTIONS? Email us at rebuildingprocurement@detroitmi.gov.



Standard Operating Procedure (SOP) Manual

CITY OF DETROIT | OFFICE OF CONTRACTING AND PROCUREMENT | AUGUST 2016 EDITION



Contents

Letter to the City of Detroit	4
How to Use This Guide	5
Chapter One: General Procurement Information	7
Section 1.1: Organization and Mission	8
Section 1.2: Transparency and Ethics	10
Section 1.3: Purchasing and Contracting Authority	12
Section 1.4: Procurement Legislation	15



This Standard Operating Procedure (SOP) Manual was created by Public Consulting Group, Inc., in partnership with the City of Detroit Office of Contracting and Procurement.

Letter to the City of Detroit

To City of Detroit Staff, Business Partners, and Citizens –

The City of Detroit Office of Contracting and Procurement (OCP) is pleased to present this Standard Operating Procedure (SOP) Manual. This manual is one important step in the City's transformation. This manual is a result of the efforts of the OCP to streamline its processes in order to create a purchasing system that is responsive, effective, efficient, and value-driven. Specifically, the OCP seeks to maintain purchasing processes that support the following principles:

1. Supplier competition and negotiation are the foundation of City purchases.
2. Purchases are made based on the highest standards of ethics and integrity.
3. The OCP and requesting departments collaborate in order to make best-value purchases.
4. The City strives to maximize economies of scale to make the best use of available resources.

This SOP manual contains the processes, policies, and procedures that govern the City's purchase of goods and services in compliance with all applicable local, state, and federal requirements. This is a centralized resource for the OCP, requesting departments, business partners, and citizens in order to access transparent documentation of the City of Detroit's procurement and contracting processes. The manual governs the purchase of all goods and services for all requesting departments. This manual is a living document and will be updated to reflect all changed laws and regulations.

Thank you for your participation in rebuilding procurement in the City of Detroit.

Sincerely,



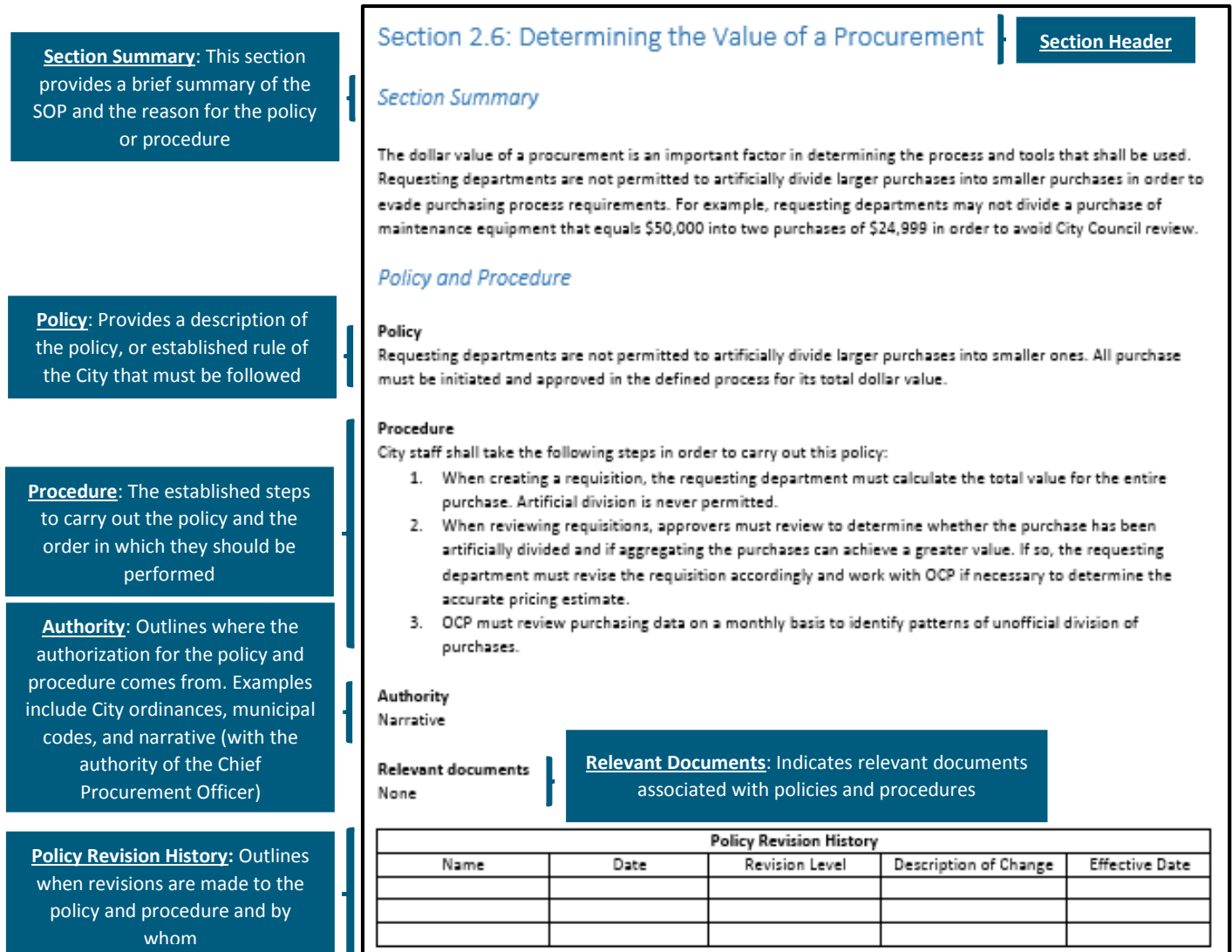
Boysie Jackson

Chief Procurement Officer

City of Detroit, Office of Contracting and Procurement

How to Use This Guide

This manual is to be used as a tool for City staff and departments to understand both policy and procedure regarding the procurement and contracting processes in the City of Detroit. The following diagram indicates how key elements of the sections within this guide should be understood and used.



This manual is intended to be used in conjunction with other training manuals and resources. These documents can be accessed from the City of Detroit intranet site, which can be accessed by clicking [here](#).

Additional materials include:

- **City of Detroit BidSync User Guide** – This guide includes step-by-step instructions (including screen shots and specific clicks) for completing functions in BidSync including creating bids, managing open bids, evaluating bids, awarding bids, creating contracts, executing contracts, amending contracts, and managing open contracts.
 - **Department Liaison Personal Service Contract User Guide** – This guide is an adaptation of the content in the City of Detroit BidSync User Guide specific to the functions, roles, and responsibilities of department liaisons creating Personal Service Contracts.
 - **Budget and Law Approver User Guide** – This guide is an adaptation of the content of the City of Detroit BidSync User Guide specific to contract approvers in the Office of Budget and Law Department.
- **Supplier BidSync User Guide** – This guide includes step by step instructions (including screen shots) for suppliers to register, manage supplier information, and submit offers in BidSync.
- **Oracle Cloud User Productivity Kit (UPK)** – This guide includes step-by-step instructions (including screen shots) for City staff to complete functions in Oracle Cloud.

Chapter One: General Procurement Information

The following sections outline fundamental background information that guides the Office of Contracting and Procurement's processes, policies, and procedures.

Section 1.1: Organization and Mission

Office of the Chief Financial Officer Mission and Core Values

The mission of the Office of the Chief Financial Officer is to provide service to City of Detroit citizens, Elected Officials, and departments through ensuring fiscal stability, providing sound business advice, and maintaining data integrity. We accomplish this through researching and implementing financial management leading practices, strong internal controls, and accurate and transparent information and data analysis. We will provide Elected Officials and departments with accurate information in a form that enables priority-oriented, data-driven decision making about the efficiency and effectiveness of service and program delivery.

Core values include:

- **Be Inquisitive:** We ask why. We strive to understand all sides of an issue and challenge basic and long-held assumptions.
- **Continuously Improve:** We are our own worst critic and always seek customer feedback. We use this information and leading government practices to establish feedback loops and reevaluate the way we conduct business.
- **Act on Root-Causes:** We solve the underlying problem, not the symptom. We first identify where we want to be in the future state and take the necessary steps to get there.
- **Collaborate:** We recognize that silos only hinder success and that we cannot achieve our goals without each other. We seek necessary stakeholder input as appropriate.
- **Be an Active Supporter:** We actively seek opportunities to help each other achieve organizational goals by sharing resources with one another. We go the extra mile when providing services to our customers.
- **Empower Our Team:** We encourage our staff to give honest, straightforward feedback and provide them with the tools and opportunities to be successful and make decisions. We give our customers the information they need to make fact-based decisions and accomplish their goals.

Office of Contracting and Procurement

The City of Detroit Office of Contracting and Procurement (OCP) is a division of the Office of the Chief Financial Officer (OCFO). The OCP is the centralized body that is responsible for all City purchases and contracts and works in partnership with other OCFO divisions.

Office of Contracting and Procurement
within the Office of the Chief Financial Officer



Office of Contracting and Procurement Mission

The Office of Contracting and Procurement’s mission is to support the mission and goals of the Office of the Chief Financial Officer (OCFO); as well as ensure that local departments are able to obtain necessary goods and services in order to support City operations through ethical and value-driven purchases in accordance with all applicable rules, regulations, and legislation. Further, the Office of Contracting and Procurement seeks to strengthen relationships with suppliers locally and nationally, and make Detroit a desirable environment for suppliers to do business.

Authority

Narrative

Relevant Documents

Policy Revision History					
Name	Date	Revision Level	Description of Change	Approved By	Effective Date
Jenny Six	6/6/16	Medium	Added OCFO graphic		

Section 1.2: Transparency and Ethics

Section Summary

A citywide understanding of appropriate behavior protects the integrity of the purchasing process and the interest of the organization, stakeholders, and the public. The credibility and reputation of the City is shaped by the collective conduct of individual practitioners. There are four primary standards that must be upheld by the department and its staff:

- **Responsibility** – Taking ownership for decisions that are made or failed to be made, and the consequences that result.
- **Respect** – Showing a high regard for oneself, the department, and resources entrusted to it and supporting an environment where diverse perspectives and views are encouraged and valued.
- **Fairness** – The requesting department has a duty to make fair decisions and act impartially and objectively in order to make ethical and cost effective purchases.
- **Honesty** – Acting in a truthful manner both in conduct and communications.

The “City of Detroit’s Ethics Ordinance” outlines the expectations and requirements for ethical behavior of City staff. Components of the ordinance include:

- Conflict of interest
- Disclosure requirements
- Standards of conduct (including the acceptance of gifts)
- Board of Ethics

The full text of the Ethics Ordinance can be accessed [here](#).

Policy and Procedure

Policy

All City staff must adhere to the City of Detroit Ethics Ordinance standards in all work-related activity. The Chief Procurement Officer (CPO) must monitor compliance with the City of Detroit Ethics Ordinance as it relates to the purchasing and contracting process, and ensure the annual review of this ordinance with all City staff who have a role in these functions. In addition, all City staff participating in contracting and procurement functions must submit a Conflict of Interest Disclosure Form on an annual basis to the Office of Contracting and Procurement (OCP).

Procedure

City staff must take the following steps in order to carry out this policy:

1. In order to adhere to the City of Detroit Ethics Ordinance,
 - a. All City staff review and adhere to the City of Detroit Ethics Ordinance.
 - b. If employees or suppliers have questions regarding the principles outlined in this section, consult the CPO. If the CPO cannot advise on the specific issue, the employee or supplier consults the Law Department or Board of Ethics for an advisory opinion.

2. In order to carry out the annual Conflict of Interest Disclosure process,
 - a. The OCP Compliance Team distributes the Conflict of Interest Disclosure Form to all staff who have a role in the contracting and procurement process at the beginning of each fiscal year. This should include all staff who have access to BidSync or the procurement module of Oracle Cloud, as well as any other City staff who may be involved the process.
 - b. Required staff completes and returns the form to the OCP Compliance Team, who stores the signed documents electronically for the duration of the fiscal year.

Authority

City of Detroit Home Rule Charter, Sec. 2-106-1

Relevant Documents

City of Detroit Ethics Ordinance

Conflict of Interest Disclosure Form

Policy Revision History					
Name	Date	Revision Level	Description of Change	Approved By	Effective Date

Section 1.3: Purchasing and Contracting Authority

Section Summary

This section identifies the entities who are authorized to initiate and approve purchases and contracts. Purchases and contracts that are authorized by individuals without the necessary authority are not permitted or processed. The Office of Contracting and Procurement (OCP) follows procedures established by the Federal Government, the State of Michigan, and City of Detroit to protect the interests of the City and assure fairness in the procurement process. This section details the roles of the various City departments in the purchasing and contracting process. Roles that support the procurement and contracting processes include:

- **Lead** – This entity is responsible for initiating, managing, and ensuring completion of the task.
- **Support** – This entity is responsible for providing the necessary information, documentation, and support necessary to accomplish the task.
- **Approve** – This entity is responsible for reviewing the function for completion, correctness, and accuracy. The approval is expressed in the form of a workflow step approval in BidSync, not an actual signature on the contract.
- **Oversee** – This entity is responsible for monitoring and overseeing the function, but not performing the day to day activities associated with the function.
- **Signer** – This entity is a signatory to the contract.

Table 1.3.1: Primary Purchasing and Contracting Authority

	Function	Requesting Department	Office of Departmental Financial Services	Office of Contracting & Procurement	Office of Grants Management	Department of Innovation and Technology	Office of Budget	Law Department	City Council	Financial Review Commission
	<i>Processing Requisitions¹</i> <i>Tool: Oracle Cloud</i>	Support	Lead & Approve	--	Support	--	--	--	--	--
<\$2,000	<i>Obtaining quotes</i> <i>Tool: BidSync or Manual</i>	Lead	--	--	--	--	--	--	--	--
	<i>Using P-Cards</i> <i>Tool: P-Card</i>	Lead	--	Oversee	--	--	--	--	--	--
>\$2,000	<i>Procurement Planning</i> <i>Tool: Manual</i>	Support	Support	Lead	Support	--	Support	--	--	--

¹ In addition to the OCP and Office of Departmental Financial Services' role in requisitions, there are also special approvals required for IT hardware, Police IT hardware, printing services, and fleet.

Function	Requesting Department	Office of Departmental Financial Services	Office of Contracting & Procurement	Office of Grants Management	Department of Innovation and Technology	Office of Budget	Law Department	City Council	Financial Review Commission
<i>Determining the Optimal Purchasing Tool</i> <i>Tool: Manual</i>	--	--	Lead	--	--	--	--	--	--
<i>Creating and Releasing Competitive Bids</i> <i>Tool: BidSync</i>	Support	--	Lead & Approve	Approve	Approve	--	--	--	--
<i>Selecting a Supplier</i> <i>Tool: BidSync</i>	--	--	Lead	--	--	--	--	--	--
<i>Creating Contracts</i> <i>Tool: BidSync</i>	Support (default) Lead (if Personal Service Contract)	Support	Lead (default)	--	--	--	Lead (Legal Services only)	--	--
<i>Processing Contract Approvals</i> <i>Tool: BidSync</i>	eSign	Approve (If Legal Services or Personal Services Contract)	Lead, Approve & eSign	Approve	Approve	--	Lead (Legal Services only) eSign	Approve	Approve
<i>Creating Purchase Orders</i> <i>Tool: Oracle Cloud</i>	--	--	Lead & Approve	--	--	--	--	--	--

Policy and Procedure

Policy

The OCP is the only entity authorized to make purchases greater than \$2,000 or to enter into contracts on the City's behalf. All requests for approval must be responded to by authorized individuals within two business days from the date of notification. It is the responsibility of the OCP to facilitate and monitor the approval process. Purchases or contracts that are not initiated and approved by authorized individuals must not be considered valid and must not be processed.

Procedure

City staff must take the following steps in order to carry out this policy:

1. All City staff review Table 1.3.1 Primary Purchasing and Contracting Authority and ensure all staff involved in the purchasing and contracting process are aware of their role.
2. The Chief Procurement Officer (CPO) reviews, not less than twice a year, all contracts executed in that period, to ensure that the authorized person created, approved, and signed contracts. If any person has completed, approved, or signed a contract that they were not authorized to, the CPO reports this to the Inspector General for further investigation.
3. All City staff perform timely reviews and approvals electronically.
4. The OCP monitors each approval for timely review and completion, and actively manage the approval process to ensure timely completion of all pending approvals.

Authority

City of Detroit Code of Ordinances, Sec. 18-5-8 through Sec. 18-5-16

Relevant Documents

None

Policy Revision History					
Name	Date	Revision Level	Description of Change	Approved By	Effective Date

Section 1.4: Procurement Legislation

Section Summary

A variety of federal, state, and local laws govern the purchasing processes for the City. These laws are in place to help the City of Detroit to make fair, ethical, and best-value purchases, as well as monitor and regulate its purchases. This section outlines the legislation that guides the purchasing process for the City of Detroit. For grant-funded purchases, there may be additional guidelines that govern purchases using that funding source. For guidance on grant-funded procurement, consult with the Office of Grants Management (OGM) and refer to resources specific to that grant, such as the FTA Procurement Manual.

Sources that outline the protocol and procedure for purchasing include:

A. Federal Acquisition Regulation (FAR)

The Federal Acquisition Regulation is designed to provide uniform guidance to federal, executive branch agencies in the procurement of goods and services. The guidance does not include individual agency procurement rules. The FAR can be accessed online [here](#).

B. Federal Register

Vol. 78, No. 248, Part III of the Federal Register, published by the Office of Management and Budget, outlines clear rules and regulations guiding state and municipal purchases using federal funding. The Federal Register is also used for best practice guidance in the City of Detroit when establishing Standard Operation Procedures. The relevant section of the Federal Register can be accessed online [here](#).

C. Michigan Compiled Law (MCL)

Public Act 18 of the Michigan Compiled Law (MCL) outlines the State's rules and regulations for purchasing. These rules are the foundation of Detroit's purchasing requirements, and are built upon by the Detroit Municipal Code and City Ordinances. All Detroit purchases must be in compliance with the State's purchasing rules. The MCL outlines:

- Responsibilities of the purchasing agent
- Requirements to publicly advertise bids
- Manner of purchase, bond requirements, and regulations for specific purchases
- Role and responsibility of the Financial Review Commission (FRC)

The MCL can be accessed online [here](#).

D. Detroit City Charter and Municipal Code of Ordinances

Chapter 18 Article V of the Detroit Municipal Code of Ordinances outlines the City's rules and regulations for purchasing. These rules detail the manner in which the Office of Contracting and Procurement (OCP) carries out its procurement and contracting responsibilities. The Detroit Municipal Code outlines:

- Procurement protocol/procedures
- Duties of the Chief Procurement Officer (CPO)
- Requirements for the solicitation of bids
- Uses of Cooperative Purchasing tools
- Policy for reporting to the Mayor and City Council

The Detroit Municipal Code of ordinances can be accessed online [here](#).

E. Executive Orders

Executive orders are official directives from the Mayor to executive branch agencies, offices, divisions, and bureaus. These orders generally concern the implementation or enforcement of rules, policies, and procedures, which have the force of the law. Executive orders may be amended, modified, or repealed by subsequent orders. Table 1.4.1 outlines all procurement related Executive Orders.

F. Office of the Chief Financial Officer (OCFO) Administrative Orders, Memoranda, Directives

OCFO Administrative Orders, Memoranda, and Directives are official communications from the OCFO to departments. These communications guide the development and execution of the City of Detroit's Budget and Financial plan; set forth specific policies and procedures and the execution thereof; and ensure that the City's financial operations are conforming to applicable, state, federal and local law, including the Financial Review Commission.

Executive Orders are located on the City's website, which can be accessed [here](#). The tables below list the procurement-related Finance Directives and Executive Orders.

Table 1.4.1: Procurement Related Finance Directives

Number	Subject
8	Cost Center Numbers on Purchase Requisitions
10	Policy for Handling Purchase Requisitions Beginning July 1, 1975
15	Specifications for Purchase of Insurance
27	Processing of Personal Service Contracts
28	Contract Clearances
31	Contracts Paid with Grant Funds
39	Requisition on Contracts Related to Data Processing or Computer Equipment or Services
40	Revised Policy for Handling Purchase Requisitions Effective August 1, 1977
54	Contract Increase
59	Encumbering of Blanket Orders
62	Purchase of Radio Communications Systems, Equipment and/or Accessories; Requirement for Police Department Evaluation
63	Vendor Payments

Number	Subject
64	Grant and Subgrantee Audits and Audit Reports
70	General Repair and Maintenance Contract Guidelines
72	Salvage Disposal Procedures
73	Real Estate Property Tax Clearances on Personal and Professional Service Contracts
76	Revised Contract Processing Procedures and Forms
77	Construction Contract Processing Procedures
78	Block Grant-Funded Contracts
80	Proper use of Construction Contract Processing Procedures and Purchase Orders
85	Default of City Contracts
88	Modification of General Repair and Maintenance
89	Modification of General Repair and Maintenance Contract Guidelines
90	Construction Contract Progress Payment and Retainage
99	Records Retention
101	Executive Order No. 22 Clearance Procedures and User Department, Contract Compliance Unit and Purchasing Division Procedures
104	Purchasing Procedures
106	Imprest Cash Purchase Limitations
107	Imprest Cash Purchase Approval and Reimbursement
111	Automatic Disbursements on Certain Purchase Orders and/or Contracts Requiring Recurring and Equal Payments
121	Skilled Trades Contracts (Maintenance Work Orders)
124	Sheltered Market Program – Ordinance No. 559H as Amended – Cessation of Program
125	Licensing Requirements for Personal Services Contracts for Appraisers
126	Personal Service Contracts
129	Changes in the City of Detroit’s Payment Process
131	Lease or Purchase of Property or Space by City Agencies
133	Request for Information Technology Acquisition
143	Administrative Procedures for Compliance with the City of Detroit's Prompt Payment Ordinance
146	Criteria to be Applied in the Evaluation of Proposals for Professional Services Contracts
148	Certification of Businesses
151	Administrative Rules for Privatization Ordinance
154	Imprest Cash Manual
2016-104-001	Term Length of Personal Service Contracts (“PSCs”)

Table 1.4.2: Procurement Related Executive Orders

Number	Subject
2015-4	City of Detroit Records Management Policy
2015-1	Policy Regarding Submissions by Executive Branch Agencies to City Council
2014-5	Utilization of Detroit Headquartered Business and Detroit based Businesses for city of Detroit Contracts
2014-4	Utilization of Detroit Residents on Publicly-Funded Construction Projects
2007-1	Utilization of Detroit Residents on Publicly- Funded Construction Projects
2003-5	Criteria to be Applied in the Evaluation of Proposals for Professional Services Contracts
2003-4	Utilization of Detroit Headquartered businesses and Detroit Based Businesses for City of Detroit Contracts
2003-3	Certification of Businesses by the Human Rights Department
2001-15	Procedures and Guidelines for Charging Fees Under the Michigan Freedom of Information Act
2001-14	Certification of Minority and Women-Owned Business Enterprises
2000-13	Expedited Processing of Contracts, Purchasing and Human Resources Requests for the Detroit Water and Sewerage Department
1997-10	Requests for Information Technology Acquisition and Establishment of a Technology Steering Committee
1994-4	Utilization of Detroit-Based Businesses and Small Businesses

Policy and Procedure

Policy

All purchases must be made in compliance with the Michigan Compiled Law, the Detroit City Charter and Municipal Code, Executive Orders, and all Finance Directives. Staff must be aware of this legislation and reference it during the purchasing and contracting process.

Procedure

City staff must take the following steps in order to carry out this policy:

1. All City staff reference relevant legislation throughout the purchasing process.
2. All City staff ensures that all purchases are compliant with the rules outlined in the legislation.
3. All City staff directs all questions regarding any aspect of the provisions outlined in governing procurement legislation to the CPO.

Authority

Federal Register Vol. 78, No. 248, Part III
Michigan Compiled Law 2014 Public Act 18
City of Detroit Code of Ordinances, Sec. 18-5-1 through Sec. 18-5-169
City of Detroit Executive Orders
City of Detroit Financial Directives

Relevant Documents

None



Policy Revision History					
Name	Date	Revision Level	Description of Change	Approved By	Effective Date

The Workforce Innovation and Opportunity Act (WIOA)

“Driving Innovation, Collaboration, and Performance”

“We believe that WIOA can help assure that U.S. companies will remain competitive and grow jobs, that our domestic workforce has the guidance and pathways needed to obtain required skills, and that our communities have the workforce development system to remain strong.”

- National Association of Workforce Boards

 National Association
of Workforce Boards



Vision Statement

The Workforce Innovation and Opportunity Act (WIOA) was created to provide state and local areas the flexibility to collaborate across systems in an effort to better address the employment and skills needs of current employees, jobseekers, and employers. WIOA accomplishes this by prescribing:

1. **A stronger alignment** of the workforce, education, and economic development systems; and
2. **Improving the structure and delivery** in the system to assist America's workers in achieving a family-sustaining wage while providing America's employers with the skilled workers they need to compete on a global level.



Section 1: Introduction

This brief has been prepared by the National Association of Workforce Boards (NAWB) and the Public Consulting Group (PCG). The document will serve to compare and contrast the Workforce Innovation and Opportunity Act (WIOA) with the Workforce Investment Act of 1998. And, further serve as a Call to Action for those committed to workforce development efforts at every level including direct service staff, state and local boards, and partners of the workforce delivery system.

Brief Overview

The Workforce Investment Act (WIA) was authorized in 1998. Over the past 11 years the public workforce system has long awaited reauthorization that would address the evolving workforce and economic needs as well as the limitations in WIA with respect to training, funding, and service delivery design. The Workforce Innovation and Opportunity Act (WIOA) replaces WIA and will be in effect for the next five years (2015-2020).

The purpose of WIOA is to better align the workforce system with education and economic development in an effort to create a collective response to economic and labor market challenges on the national, state, and local levels. WIOA continues the trend in workforce legislation by further engaging the private sector to lead local workforce development efforts and focuses on introducing increased flexibility and accountability of board members. WIOA encourages an improved response to labor market needs by connecting board performance to outcomes that require an understanding of the correlation between training investments and economic return. Changes in WIOA prompt Workforce Development Boards to be increasingly engaged in the business of collaboration, convening and partnership. WIOA may be best summarized in the following statement:

‘... to provide workforce investment activities, through statewide and local systems that increase the employment, retention, and earnings of participants, and increase attainment of recognized credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.’





WIOA Overview

Passage of WIOA is vital to the modernization of the nation's workforce development system. WIOA introduces a renewed system which will ensure access for all individuals, of every skill level, the opportunity to pursue the skills, training, and education they need to obtain employment that will lead to financial stability and economic security for themselves and their families. Employers will also have the assurance that trained and qualified workers will be available to fill their current and future openings. Through WIOA, a more collaborative and robust service delivery system will be implemented. A sample of key changes include:

Workforce Boards – Workforce Boards will maintain much of the same structures under WIA with the exception that the number of required members would be reduced. Minimum membership under WIOA:

- (10) Business Representatives (51%), including the Chair
- (4) Labor Representatives (20%) (further definitions apply)
- (1) Adult Education/Literacy Representative
- (1) Vocational Rehabilitation Representative
- (1) Higher Education Representative
- (1) Wagner-Peyser Representative
- (1) Economic Development Representative

Boards are charged with ensuring coordination of their Local Plans with the State's strategic workforce goals.

System Plans at the State and Local Levels – In an effort to create a more comprehensive, strategic and streamlined system, WIOA requires a single, unified State Plan inclusive of all core programs under the Act. The State

Plans are designed to improve service delivery and access to the workforce system for job seekers and employers. Local Plans are designed to address the needs of the local labor market and encompass the overall strategy of the State Plan.

Performance Accountability – WIOA establishes core measures for Adult and Dislocated Worker Funding (including Title II, Title III, and Title IV), which includes the revision of the three WIA measures and two additional measures. WIOA establishes Youth measures which eliminates one measure, revises three WIA measures and adds two new measures. Still to be determined is an employer measure that is expected to be implemented in year two of the law. (See chart on the following page) WIOA performance measures are designed to measure the effectiveness and continuous improvement of the One-Stop and Youth service delivery systems.

One-Stop Career Centers – Under WIOA, the One-Stops are measured by their effectiveness, accessibility, and continuous improvement as it relates to their ability to achieve negotiated performance levels, integrate available services, and meet the workforce development and employment needs of the local employers and job seekers.

Employment and Training – More diversity in the types of job training programs will be made available. This is critical to closing the skills gap that exist between job seekers and good paying - high skilled jobs. Fifteen duplicative programs will be eliminated and the remaining programs will be more closely aligned with the needs of U.S. employers.

National Programs – Programs will be reauthorized for Job Corps, YouthBuild, Native Americans Programs, Migrant and Seasonal Farmworkers programs, and evaluation and multi-state projects.

Cross Comparison of Performance Measures Comparing WIA and the Proposed WIOA

Performance Measure	Current WIA	Proposed WIOA
Adults and Dislocated Worker Measures		
Entry into unsubsidized employment (Entered Employment)	Measured in Q1 after exit.	Measured in Q2 after exit. (Additional 1 quarter lag in reporting.)
Retention in unsubsidized employment (Employment Retention)	Measured in Q2 and Q3 after exit.	Measured in Q4 after exit. (Additional 1 quarter lag in reporting.)
Earnings change after entry into unsubsidized employment (Average Earnings)	Measured as average, in Q2 and Q3 after exit.	Measured as median earnings in Q2 after exit only. Median is defined as the numerical value that separates the higher half from the lower half of earnings.
Credential rate	None	New measure: Percentage of participants who obtain a recognized post-secondary credential or diploma during participation or within 1 year after program exit.
In Program Skills Gain	None	New measure: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real time.
Youth Measures		
Placement in Employment, Education, or Training	Measured in Q1 after exit.	Measured in Q2 after exit. (Additional 1 quarter lag in reporting.)
Retention in Employment, Education, or Training	None	New measure: Percentage of participants in education, training, or unsubsidized employment; measured in Q4 after exit.
Earnings after entry into unsubsidized employment	None	New measure: Median earnings of participants in unsubsidized employment during Q2 after exit.
Credential rate	Attainment of a Degree or Certificate - Rate of youth participants who obtain a diploma, GED, or certificate by the end of the Q3 after exit.	Percentage of participants who obtain a recognized credentials or secondary diploma during participation or within 1 year after program exit.
Literacy and Numeracy Gains	Literacy and Numeracy Gain - Rate of youth participants who increase one or more educational functioning levels during first year in program.	Eliminates measure
In Program Skills Gain	None	New measure: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real time.
Employer Measure		
Indicators of effectiveness in serving employers	None	New measure: One or more employer measures to be implemented before commencement of Year 2.

Section 2: WIOA Performance – Broad Overview of Impact on Performance

Applicability to On-the-Ground Operations - WIOA will serve to strengthen the workforce system through the provision of opportunities for innovation, frequent and on-going monitoring of performance, and by closely tracking results through a new reporting system. Programs will be held accountable for helping job seekers get back to work and connect to good paying jobs. Workforce Boards will have the ability to drive performance, innovation, quality, and alignment through Pay-for-Performance contracts.



Implications or changes between WIA – WIOA:

One-Stop Career Center Infrastructure - The Act will maintain the current One-Stop mandatory partners. WIOA requires that each local area reach agreement on shared costs to fund infrastructure of the One-Stops. If local areas fail to reach an agreement, a State funding protocol for allocating costs will be imposed. Wagner-Peyser can no longer have independent offices and are now required to deliver services within the One-Stop environment.

Workforce Boards – WIOA will modify the structure of State and Local workforce boards, allowing them to be smaller, charging them with more responsibility to be strategic analysts and investors in the labor market. Responsibilities of boards are extended to reviewing statewide and local performance accountability measures. Eliminates the requirement to have a Youth Council and suggests committees be established to advise on One-Stop Partner issues, youth services, and services to individuals with disabilities.

Critical components of the new law include:

Adult and Dislocated Workers – The sequencing of services will be eliminated, and core and intensive activities will be combined into a 'career services' category in which workforce staff will have the flexibility to better meet the unique needs

of individual job seekers. Sector focused pathways to careers will be encouraged and will place job seekers on a clear career pathway towards their employment goals.

Training and Employment – A variety of training products will be made available to individuals which will allow workers to obtain better paying jobs, access to the middle class and further contribute towards building our economy. Job seekers will have access to quality education and training and workforce activities through more On-the-Job training; incumbent worker training and customized training opportunities.

Youth Workforce Activities – Youth services focus will be improved by placing a priority on out of school youth, high school dropout recovery and achievement of recognized postsecondary credentials. Career Pathways and work-based learning will be promoted as leading approaches to be adopted on a wider scale.

Section 2: WIOA Performance – Broad Overview of Impact on Performance

WIOA is the authorizing legislation for several key “core programs” in the workforce development system. Workforce Activities have been outlined in this document and represent Title 1. Other Core Programs being reauthorized and amended include the following:

Core Programs and Titles Reauthorized	Amendments
Title II – Adult Education and Literacy	The connections between adult education, postsecondary education and workforce will be strengthened. A strong emphasis will be placed on ensuring State and Local providers offer adult education and skills development, including Career Pathways, to accelerate achievement of diplomas and credentials, but most importantly, to become a partner in their children’s education and improving their family’s economic futures.
Title III - Wagner-Peyser Act of 1933	Amendments to Wagner-Peyser include an overall maintenance of the current law, but a closer alignment with the changes in the bill such as including State Employment Services in the unified State Plan; alignment of performance metrics with WIOA performance and improvements to the Workforce Information Council. Additionally, there will be a provision for staff professional development in order to strengthen service delivery. WIOA will increase connections between job training and employment services, the workforce system, and the Unemployment Insurance system.
Title IV - Rehabilitation Act of 1973	Through the Act, programs are authorized which help individuals with disabilities acquire the skills they need to be successful in the workplace, including vocational rehabilitation training and services. The main activity to support individuals with disabilities in WIOA is integrated employment opportunities. Integrated employment opportunities expect the same performance in a work setting of those that have disabilities with others that are not considered individuals with disabilities. Young people with disabilities will gain many more opportunities to improve their career prospects and gain employment transition services. Independent living programs will be transferred from the Department of Education to the Department of Health and Human Services for better support in achieving the program goal of independent living and integration into mainstream America.



Compliance:

Local Performance Accountability Measures – WIOA increases the accountability and reporting requirements of both the Local and State systems. This will give the Local and State Boards the ability to analyze the performance of each area on a more consistent and effective basis. Failure to meet the minimum performance measures may lead to sanctions being placed on States and Local regions. Initial sanctions for both State and Local regions include performance improvement plans and technical assistance. After two years of not meeting state performance measures, sanctions can include a reduction of 5% of the Governor's allotment. If a Local area fails to meet performance in three consecutive years the Governor has the ability to require the appointment and certification of a new local board, prohibit the use of any eligible providers or partner that is failing performance, or any other action that the Governor deems fit. Enhanced performance reporting will be enacted for States and Regions as well as for eligible training providers.

Fiscal – WIOA authorizes appropriations for each of Fiscal Years 2015 – 2020. The levels increase a total of 17 percent over that time period. However, the amounts authorized in the Act remain subject to the annual Congressional appropriations process. Congress currently is considering the

President's FY 2015 budget request. In addition, Administrative costs definitions will be maintained as described in CFR 667.220 and served as guidance under the Workforce Investment Act. Further definitions will be developed to support WIOA. Allocation formulas will also remain, with the exception of the following:

- Governor's discretionary amount will return to **15%** for reserve activities;
- The minimum and maximum allocation levels established on a year-over-year basis for States is to receive an allotment no less than **90 percent** or no greater than **130 percent** of the allotment percentage for the preceding year. For Local areas, the allotment should not be less than 90 percent or greater than 130 percent of the average of the preceding two years;
- States will have the ability to transfer 100% of funds between Adult and Dislocated Worker funding categories. Under WIA, this was achieved through approval of waivers; and
- A requirement that 75% of youth program funding at both the State and Local levels be directed towards out of school youth.

Section 3: It's Not Just about Performance and Compliance

In the initial implementation of WIA, the National Association of Workforce Boards (NAWB) and the local WIB's discovered that efforts to develop and deploy a regional workforce strategy required an understanding of a complex set of public and private systems. Examples of such systems included housing development, transportation networks, economic development investments, public school systems, institutions of higher education, and business practices related to talent acquisition and recruitment. As a result of this complexity and interconnectivity, a systematic approach has been required to address the challenges of today's multi-dimensional labor market. What does that actually mean to workforce professionals? Béla Heinrich Bánáthy, a Hungarian linguist, systems scientist and a Professor at San Jose State University and the University of California Berkeley defined systems in this way:

"The systems view is a world-view that is based on the discipline of **SYSTEM INQUIRY**. Central to systems inquiry is the concept of **SYSTEM**. In the most general sense, system means a configuration of parts connected and joined together by a web of relationships."



WIOA puts WIB's in the center of these community systems like never before and ascribes to the WIB responsibilities implied in WIA, but now clearly articulates the WIB's responsibility as a convener, a collaborator and charged with hosting community conversations to better align workforce resources and better understand the complexity of their regional markets. In essence Boards will begin to serve as **Activist Boards** with the opportunity to have a **greater impact on their communities**.

Where the Law 'Gives us License' to Do What is Best for Our Communities:

WIOA gives us license to do the work we have wanted to do and is best for our communities, but have been seemingly restricted by former WIA Policy. Innovation to support change and continuous improvement are key components of WIOA; these activities are allowable and encouraged. Provisions within the law ensure that States and the Department of Labor work together to share promising and proven practices; to evaluate and disseminate information regarding such practices; and to identify and commission research to address knowledge gaps.

Section 3: It's Not Just about Performance and Compliance

The following are highlights, which represent opportunities for Activist Boards and where the law gives us license to improve our regions:

Solicit Grants and Donations: WIOA contains provisions explicitly authorizing local boards to solicit grants and donations from non-Federal sources and to operate as tax exempt organizations.

Innovative Strategies: Local boards will have a tremendous opportunity to create innovative strategies to focus on employer engagement; strengthening of core programs; dissemination of best practices; and promoting effective use of technology to enhance service delivery.

Standing Committees: Boards are encouraged to establish and maintain standing committees such as the Youth Council, services to individuals with disabilities and a committee to address One-Stop partner service issues.

Serve Youth with Disabilities: The Title IV - Rehabilitation Act provides an opportunity to better serve youth with disabilities and assist them towards gaining 'competitive integrated employment' through skills development.

Unemployment Insurance Claimants (UI): WIOA increases connections between the job training and employment services and the UI system. UI claimants will benefit from the enhanced services, including the labor exchange services and career counseling that are included as career services under title I, and activities that assist workers in identifying and obtaining jobs in in-demand industries and occupations.

Alignment of Youth Serving Organizations: In representing youth serving organization on boards, greater prospects exist for alignment of juvenile justice, foster care, education resources and efforts for more meaningful approach to engage hard to serve youth and young adults.

Career Pathways and Industry and Sector Partnerships: Boards will have greater influence on secondary education reform initiatives where Career Pathways are emerging and in leveraging business and industry groups to establish sector partnerships.

Skills Development Programs: A representative of a joint labor-management partnership will be included in the Board contingent and presents an opportunity to validate pre-apprenticeship and skills development bridge program offerings (adult basic education, vocational ESL, etc.) for entry into state-approved apprenticeship training.

Local Labor Market Analysis: Boards will have the opportunity to complete a comprehensive analysis of the workforce in the region, including current labor market employment data, information on labor market trends, educational and skill levels of the workforce in the region, including individuals with barriers to employment.

One-Stop Career Centers: One-Stop Career Centers have always been the public face of the workforce system. The congressional architects of the Workforce Investment Act envisioned a mostly bricks and mortar system in which the partners each paid a fair share of the system's overhead. Unfortunately, this rarely happened. Now, WIOA has more explicit language around the equitable funding goal. Equitable funding will free up WIOA funds to provide additional services to clients.

Engaging Community Systems by Convening, Brokering and Leveraging: WIOA clearly highlights the importance of local workforce boards in convening partners and funders in their regional labor markets as they assemble a unified strategic plan and encourages the development of workforce strategies that address failures throughout the region's talent development and delivery system.

Professionally Developed and Trusted Staff: WIOA will require that contractors revise their program designs and ensure that staff have additional skills. These changes will make for a more rational, responsive system. WIOA will allow for professionally trained front line staff that have the flexibility to better meet the needs of individuals in a timely and efficient fashion.

Section 4: Call to Action

The talent war that Jim Clifton, CEO and Chairman of Gallup, spoke about in his remarks at the NAWB Forum: Dialogue for Workforce Excellence and in his book, “The Coming Jobs War” will not be won with a quick fix. Business has cycles that are fluid and demand different responses from the supply-side to respond with skilled workers. This is why the United States labor market produces over 100 million hires and separations each year. The pipeline that helps direct the investments to deal with these cycles is a ‘mish-mash’ of separate funding led by distinct organizations employing inconsistent strategies with varying goals.

As a country, we are constantly monitoring the financial markets. The Federal Reserve meets numerous times each year to consider the state of the markets and further develop monetary responses they deem appropriate for the circumstances. Workforce Investment Boards, likewise, meet throughout the year to consider the state of their regional labor market. But we often lack the flexibility to adequately deal with what we see. In addition to the lack of flexibility, there is a deficiency in the amount of investment funds that we can access to manage these labor market cycles. Often, the United States’ labor market is referred to as a dynamic and fluid network of hires and separations, but since hiring and firing happen largely on an individual basis, it’s hard to see those dynamics at play as only one small part of a much larger network.

It seems we need to be more visible, bolder and strategic with our public comments on the state-of-the-market and our investment strategies. Workforce funding represents a relatively small investment fund, but when utilized strategically and directed by those of us that use data to understand the market and ‘invest’ to correct imbalances, it can have a tremendous impact on our local economies.

We work with humans – that gets tricky. We interact with complex systems like public transportation, education and, economic development. But unlike these public systems, we do not design bridges. We do not decide where to put on or off ramps for major highway systems. We do not set mileage rates or tuition rates. We have to live with and understand the impact of those decisions made by professionals in other disciplines. Yet in the workforce development arena:

1. It takes professionals to understand and make an impact on this complex labor market. **As workforce professionals, we must re-evaluate how our boards, WIB staff, direct service providers and system partners are growing in their professional capacity to do their jobs better.**
2. Effective data analysis can bring clarity from complexity, challenge long-held assumptions, target public investments, and rally a broad group of partners around common causes. It is essential to understanding the needs in our communities and the effectiveness of our impact against those needs. **We must learn to use data in new and more effective ways to drive strategic planning and operational efficiency.**
3. We reach conclusions when we study the data, consult business, and vet our investment and policy decisions through our local Workforce Investment Boards – **so tell people what you think!**
4. There is plenty of work in our communities, so ‘grind it out’ with economic development and education and move forward with developing local solutions to important issues such as high school drop-out rates, unemployed youth or working to increase low wages in certain employment sectors. **We must ask ourselves what we can do as leaders in workforce development to ensure long-term economic viability for our communities and regions.**
5. It takes a village to address today’s complex workforce challenges; not one single organization has the resources, knowledge or education and training capacity to align workforce supply with demand. **It’s time to engage traditional partners in new ways and engage non-traditional partners to address long-standing challenges and increase the system’s reach and capacity.**
6. Notwithstanding the passage of WIOA and potential for a return to funding levels in FY 2010, it is clear that federal resources are not enough to meet the workforce development needs in our communities. **It’s time to get serious about leveraging our position in the community and our service delivery infrastructure to bring in more capital to invest in our nation’s workforce and economy.**



WIOA, even more so than its predecessor, puts significant faith in the ingenuity, entrepreneurial spirit and leadership of local workforce leaders. NAWB has been referring to this as Congress' "innovation gamble." The new law simply encourages increased innovation and creativity in the public workforce system – it does not prescribe how we will achieve it. It will be left to our local and state workforce professionals and committed private sector leaders to understand what outcomes will most positively impact their local labor market

and the overall economic well-being of their communities. The task of developing solutions that will result in such desirable outcomes will largely be the prime work of State and Local leaders.

NAWB expects to offer members a framework for identifying the kind of innovation that will be necessary in service delivery, program design and board room activities that will inspire the development of a 21st century workforce system.

Summary:

As policy makers, the President, and the Departments of Labor and Education have presented us with a great challenge in the new Act: "...Workforce Boards will now be responsible for tapping innovation and opportunity in their communities to drive positive social and economic change." We cannot let them down and we owe it to our nation's job seekers and businesses to live up to the opportunities this new legislation provides to our collective systems. WIOA fills the gaps of WIA with amazing flexibility. Where WIA did not allow Local Boards to seek non-federal funds that would allow the board to expand and sustain its workforce initiatives, WIOA does. Where WIA required One-Stop Mandatory partners based on the programs they provide, WIOA requires regional collaboration that makes sense based on the needs of the employers that make up the region's economic landscape.



WIOA seeks to increase innovation – innovation in how the system works collaboratively to serve both business and jobseekers; innovation in increasing opportunities for the most marginalized populations, especially those with disabilities, to access competitive employment; and, innovation in how we use technology to increase the prosperity of workers (both urban and rural) in America.

WIOA seeks to increase opportunities – opportunities for America's business to fill their open positions with highly skilled-highly qualified job applicants; opportunities for individuals with taxing barriers to employment to access education and training that leads to employer recognized credentials and jobs that pay well; and opportunities to align the workforce system with social services, education, and economic development.

Writers:

Josh Copus, **National Association of Workforce Boards**
Reg Javier, **Public Consulting Group**
Tom Kavanagh, **Public Consulting Group**
Ron Painter, **National Association of Workforce Boards**
Regina Serrano, **Public Consulting Group**

Our appreciation to the following for their contributions to this document:

Margie DeRuyter, **Subject Matter Expert Youth Services**
Ed Donahue, **Retired Department of Labor**
Robert Knight, **ResCare Workforce Services**
Cindy Perry, **San Diego Workforce Partnership**
Magda Sochacka, **Public Consulting Group**



Public Consulting Group, (PCG) is a management consulting firm that primarily serves public sector education, health, human services, and other state, county, and municipal government clients. Established in 1986 with headquarters in Boston, the firm has extensive experience in all 50 states, clients in six Canadian provinces, and a growing practice in the European Union. PCG has five designated practice areas which each have a proven track record of achieving desired results for clients. PCG professionals offer proven solutions to help agencies assess and analyze workforce service needs; evaluate and design programs, services, and systems, increase program revenue, cut costs, enhance governance and innovation, and improve compliance with state and federal regulations. **For more information please refer to:** www.publicconsultinggroup.com/humanservices/ **or email us at:** info@publicconsultinggroup.com.

NAWB represents business-led Workforce Boards that coordinate and leverage workforce strategies with education and economic development stakeholders within their local communities, to ensure that state and local workforce development and job training programs meet the needs of employers. For more information, go to www.NAWB.org, and for workforce system customer successes and innovations, go to www.WorkforceInvestmentWorks.com **For more information please contact Josh Copus at** CopusJ@nawb.org.

Attachment C: Forms



ATTACHMENT C – FORMS

This attachment includes the following forms:

- Completed and signed pp. 1-2 of the RFP
- Equal Employment Opportunity Policy
- Illegal Immigrant Certification
- Completed and signed EO-98-04 Disclosure Forms



State of Arkansas Bureau of Legislative Research

Marty Garrity, Director
Kevin Anderson, Assistant Director
for Fiscal Services
Matthew Miller, Assistant Director
for Legal Services
Richard Wilson, Assistant Director
for Research Services

REQUEST FOR PROPOSAL

RFP Number: BLR-170003	
Commodity: Procurement Process Consulting Services	Proposal Opening Date: August 18, 2017
Date: July 21, 2017	Proposal Opening Time: 4:30 P.M. CDT

PROPOSALS SHALL BE SUBMITTED IN HARD COPY AND ELECTRONIC FORMAT AND WILL BE ACCEPTED UNTIL THE TIME AND DATE SPECIFIED ABOVE. THE PROPOSAL ENVELOPE MUST BE SEALED AND SHOULD BE PROPERLY MARKED WITH THE PROPOSAL NUMBER, DATE AND HOUR OF PROPOSAL OPENING, AND VENDOR'S RETURN ADDRESS. THE ELECTRONIC SUBMISSIONS SHOULD BE CLEARLY MARKED AS A PROPOSAL IN RESPONSE TO RFP NO. BLR-170003. IT IS NOT NECESSARY TO RETURN "NO BIDS" TO THE BUREAU OF LEGISLATIVE RESEARCH.

Vendors are responsible for delivery of their proposal documents to the Bureau of Legislative Research prior to the scheduled time for opening of the particular proposal. When appropriate, Vendors should consult with delivery providers to determine whether the proposal documents will be delivered to the Bureau of Legislative Research office street address prior to the scheduled time for proposal opening. Delivery providers, USPS, UPS, FedEx, and DHL, deliver mail to our street address, 500 Woodlane Street, State Capitol Building, Room 315, Little Rock, Arkansas 72201, on a schedule determined by each individual provider. These providers will deliver to our offices based solely on our street address.

MAILING ADDRESS: 500 Woodlane Street State Capitol Building, Room 315 Little Rock, Arkansas 72201	PROPOSAL OPENING LOCATION: Bureau of Legislative Research Director's Office State Capitol Building, Room 315
E-MAIL: thayerj@blr.arkansas.gov	
TELEPHONE: (501) 682-1937	

Company Name: Public Consulting Group, Inc.

Name (type or print): Jill Reynolds

Title: Manager

Address: 148 State Street, 10th Floor, Boston, MA 02109

Telephone Number: 617-426-2026

Fax Number: 617-426-4632

E-Mail Address: JReynolds@pcgus.com

Signature:

A handwritten signature in blue ink, appearing to read "Jill Reynolds", written over a horizontal line.

USE INK ONLY; UNSIGNED PROPOSALS WILL NOT BE CONSIDERED

Identification:

04-2942913

013-46-7513

Federal Employer ID Number

Social Security Number

**FAILURE TO PROVIDE TAXPAYER IDENTIFICATION NUMBER MAY
RESULT IN PROPOSAL REJECTION**

Business Designation (check one):	Individual []	Sole Proprietorship []	Public Service Corp []
	Partnership []	Corporation [✓]	Government/ Nonprofit []

GENERAL DESCRIPTION:	Procurement Process Consulting Services
TYPE OF CONTRACT:	Term

MINORITY BUSINESS POLICY

Participation by minority businesses is encouraged in procurements by state agencies, and although it is not required, the Bureau of Legislative Research ("BLR") supports that policy. "Minority" is defined at Arkansas Code Annotated § 15-4-303 as "a lawful permanent resident of this state who is: (A) African American; (B) Hispanic American; (C) American Indian; (D) Asian American; (E) Pacific Islander American; or (F) A service-disabled veteran as designated by the United States Department of Veteran Affairs". "Minority business enterprise" is defined at Arkansas Code Annotated § 15-4-303 as "a business that is at least fifty-one percent (51%) owned by one (1) or more minority persons". The Arkansas Economic Development Commission conducts a certification process for minority businesses. Vendors unable to include minority-owned businesses as subcontractors may explain the circumstances preventing minority inclusion.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

The Vendor shall submit a copy of the Vendor's Equal Opportunity Policy. EO Policies shall be submitted in hard copy and electronic format to the Director of the Bureau of Legislative Research accompanying the solicitation response. The Bureau of Legislative Research will maintain a file of all Vendor EO policies submitted in response to solicitations issued by the Bureau of Legislative Research. The submission is a one-time requirement, but Vendors are responsible for providing updates or changes to their respective policies.

EMPLOYMENT OF ILLEGAL IMMIGRANTS

The Vendor must certify prior to award of the contract that it does not employ or contract with any illegal immigrants in its contract with the Bureau of Legislative Research. Vendors shall certify online at <https://www.ark.org/dfa/immigrant/index.php/disclosure/submit/new>. Any subcontractors used by the Vendor at the time of the Vendor's certification shall also certify that they do not employ or contract with any illegal immigrant. Certification by the subcontractors shall be submitted within thirty (30) days after contract execution.

DISCLOSURE FORMS

Completion of the EO-98-04 Governor's Executive Order contract disclosure forms located at <http://www.dfa.arkansas.gov/offices/procurement/Documents/contgrantform.pdf> is required as a condition of obtaining a contract with the Bureau of Legislative Research and must be submitted with the Vendor's response.



Equal Employment Opportunity Policy Statement

Public Consulting Group, Inc. is committed to a policy of equal employment opportunity. In keeping with this policy, all decisions regarding recruitment, hiring, training, promotion, compensation, benefits, transfers, layoffs, return from layoff, company-sponsored training, education, and social and recreational programs will be administered without regard to race, color, religious creed, gender, marital status, age, sexual orientation, national origin, Veteran status, disabling condition, or any other protected status.

Public Consulting Group, Inc. will continue its efforts and renew its commitment to fully utilize and treat equally minority groups, women, Vietnam-era veterans, and disabled individuals at all levels and in all segments of the workforce through 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 discriminations. In effectuating this affirmative action policy and the policy of equal employment opportunity, I am requesting all staff to cooperate with our Affirmative Action Director, Diane T.L. Santoro, in working toward and achieving these goals.

Any questionable discriminatory actions relating to race, color, religious creed, gender, marital status, age, sexual orientation, national origin, Veteran status, or disabling condition of any kind and all other protected classes should be reported immediately to me or to the designated Equal Employment/Opportunity/Affirmative Action ("EEO/AA") Director, Diane T.L. Santoro, at 148 State Street, Tenth Floor, Boston, Massachusetts, 02109.

William S. Mosakowski
President, Public Consulting Group, Inc.

DFA Illegal Immigrant Contractor Disclosure Certification

DFA Illegal Immigrant Contractor Disclosure Certification View Submission Details

Disclosure forms are valid for one year.

Vendor: Public Consulting Group, Inc.

Tax ID: 2913

Disclosure Statement: I certify that I **DO NOT** employ or contract with an illegal immigrant.

Contact E-mail: info@pcgus.com

Submitted on: 08-16-17

Valid through: 08-15-18

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.
2. I will include the following language as a part of any agreement with a subcontractor:

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.
3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature  Title Manager _____ Date 08/16/2017

Vendor Contact Person Jiff Reynolds Title Manager _____ Phone No. 617-426-2026

Agency use only

Agency Number _____ Agency Name _____ Agency Contact Person _____ Contact Phone No. _____ Contract or Grant No. _____

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR:

SUBCONTRACTOR NAME:

☐ Yes ☒ No

IS THIS FOR:

☐ Goods?

☐ Services? ☐ Both?

TAXPAYER ID NAME:

YOUR LAST NAME:

FIRST NAME:

M.I.:

ADDRESS:

CITY:

STATE:

ZIP CODE:

COUNTRY:

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:

FOR INDIVIDUALS *

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

☐ None of the above applies

FOR AN ENTITY (BUSINESS) *

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

☐ None of the above applies