**RFP 25-78986st**

**TECHNICAL PROPOSAL**

**ATTACHMENT F**

**Respondent:**

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| **Thomas P. Miller & Associates, LLC (TPMA)** |

**Instructions:**

Request for Proposal (RFP) is a solicitation by the State of Indiana in which organizations are invited to compete for a contract to conduct a comprehensive evaluation of the child care supply and workforce focused initiatives and programs launched by the Indiana Family and Social Services Administration (FSSA) Office of Early Childhood and Out-of-School Learning (OECOSL). Please be aware that the evaluation of your organization’s proposal will be completed by a team of State of Indiana employees and your organization’s score will be reflective of that evaluation. Evaluation of a proposal can only be based on the information provided by the Respondent in its submission. Therefore, a competitive proposal will thoroughly answer the questions listed. The Respondent is expected to provide the complete details of its proposed operations, processes, and staffing for the Scope of Work detailed in the RFP document and supplemental attachments.

Please review the requirements in Attachment K, Scope of Work, carefully. Please describe your relevant experience and explain how you propose to perform the work. Please explain how you propose to execute each Section in its entirety, including but not limited to the specific elements highlighted below by Section, and describe all relevant experience. Respondents are strongly encouraged to submit inventive proposals for addressing the Program’s goals that go beyond the minimum requirements set forth in Attachment K of this RFP.

For all areas in which subcontractors will be performing a portion of the work, clearly describe their roles and responsibilities, related qualifications and experience, and how you will maintain oversight of the subcontractors’ activities.

Respondents must organize their proposal in the exact order of questions provided in this document followed by their answers. Respondents must input their answers in the text boxes provided below each question. Diagrams, certificates, graphics and other exhibits should be referenced within the relevant answer field and included as legible attachments. Attachments and exhibits may be provided in a separate file; however, the technical proposal must contain an adequate description of the contents. In other words, the Technical Proposal should stand on its own and must contain enough information to understand separate exhibits and attachments, **A Technical Proposal is a requirement for proposal submission. Failure to submit this form would impact your proposal’s responsiveness.**

Please submit your Technical Proposal in 10-point font with standard margins. If submitted in PDF format, the files should not be locked.

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1. **Overview (Section 1)**
   1. Confirm your acceptance of the requirements in Section 1 as written, and please give a brief overview of your proposal. The proposal should include your approach to meeting the following requirements:
      1. Conducting an evaluation of State initiatives and programs that support child care supply and workforce.
      2. Developing recommendations for scaling effective solutions and identifying areas for longer term focus.
      3. Ensuring all services provided support FSSA and OECOSL’s Mission, Vision and Values.
   2. Any instances in which you or any related holding company, parent company, subsidiary, or intermediary company have been subject to any of the conditions listed below during the past five (5) years for services that relate to those contemplated by this RFP. If any of the following conditions apply, please provide full details of each occurrence.
      1. Contracts that were terminated for convenience, non-performance, non-allocation of funds, or any other reason for which termination occurred before the completion of the originally contracted term.
      2. Occurrences where the Respondent has either been subject to default or has received notice of default or failure to perform on a contract. Provide full details related to the default or notice of default including the other party’s name, and contact information.
      3. Formal sanctions or complaints.
      4. Corrective actions.
      5. Damages, penalties, or related assessments, or payment withholds not earned. Include the estimated value of each incident with the details of the occurrence.
      6. Known litigation, administrative or regulatory proceedings, or similar matters.

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| We (TPMA) confirm our acceptance of the requirements outlined in Section 1 of the document. TPMA Consultants fully understands and agrees to adhere to the requirements identified within this section. We are committed to complying with all specified conditions and look forward to effectively implementing these requirements throughout our project engagement.  **Brief Proposal Overview - *Evaluation Overview***  TPMA aims to conduct a comprehensive evaluation of several OECOSL-led programs and initiatives. The overarching goal of this assessment will be to answer the following evaluative questions:   1. Have OECOSL’s childcare capacity and workforce development programs had positive impacts on economic strength, growth, and vitality of the state, as well as the early childhood and education workforce? 2. What lessons can we learn from OECOSL-led programs and initiatives aimed at supporting childcare supply and workforce? 3. What are areas in which OECOSL can make longer term investments to better serve Hoosier children and families?   First, TPMA will assess whether OECOSL’s childcare capacity and workforce development programs had positive impacts on the local and regional economic vitality, the retention and attraction of businesses, as well as the early childhood and education workforce by conducting an economic impact analysis. Specifically, this approach will involve:   1. The economic impact of parents who can return to the workforce through expanded capacity- we will estimate the wages, taxes, and gross regional product attributable to their return to full-time employment 2. The broader economic impact on the region and area businesses, both primary and within the supply chain, of returning parents to the workforce, focusing on regional and inter-industry sales 3. The induced impact of this bolstered economic activity in the region, including the number of jobs, earnings, and taxes generated because of additional consumer spending by re-employed parents 4. The movement of wages in the childcare industry vis-a-vis other industry sectors, with a comparison of typical wages for comparable positions (education and training requirements) in the region.   Second, TPMA will determine what lessons can be learned from OECOSL-led programs and initiatives aimed at supporting childcare supply and workforce, through conducting a process and outcome evaluation. The process evaluation will examine the implementation and operation of the programs, identifying how effectively they are delivered and any areas for improvement. The outcome evaluation will assess these programs' effectiveness in achieving their intended results, measuring their impact on childcare supply and workforce development.  ***Identification of areas for longer-term focus and recommendations for scaling effective solutions***  TPMA will identify areas in which OECOSL can make longer term investments to better serve Hoosier children and families, through conducting an environmental scan, which will identify emerging trends, opportunities, and challenges in the current landscape of childcare and family services in the State, and collating the results of the environmental scan with the assessment of the lessons learned, and impacts achieved through OECOSL-led programs and initiatives, including any positive impacts on economic development and the early childhood and education workforce. By analyzing data on demographic changes, policy shifts, and service delivery models, the environmental scan will provide OECOSL with critical insights into where strategic investments could yield significant improvements for children and families across Indiana, whereas OECOSL-led programs and initiatives that are shown to yield successful programmatic outcomes, and broader economic outcomes, may represent strategic investments options or opportunities to meet the needs identified in the environmental scan. Ideas for new OECOSL-led programs and initiatives may also be proposed if the environmental scans uncover a need for programming that does not currently exist. All of this will provide OECOSL with clear areas where they can make longer term investments to better serve Hoosier children and families. TPMA will also provide OECOSL with concrete strategies for scaling successful solutions based on best practice in programming scaling and implementation science.  ***Approach to ensuring TPMA working approach aligns to FSSA and OECOSL’s Mission, Vision and Values.***  TPMA fully understands and appreciates the Misson, Vision, and Values of both FSSA and OECOSL as cited below.  FSSA Vision *-All Hoosiers live in fully engaged communities and reach their greatest emotional, mental and physical well-being*  FSSA Mission *- To compassionately serve our diverse community of Hoosiers by dismantling long-standing, persistent inequity through deliberate human services system improvement*  FSSA Values *-Excellence; Integrity; Innovation; Compassion; Resilience; Purpose; Inclusion; and Dignity.*  *The vision of* the Office of Early Childhood and Out-of-School Learning *is that every Indiana community will have a strong network of Early Care and Education and Out-of-School Time programs that support the child, the family and local schools. Programs will be high quality, affordable and accessible to enable families to work effectively to obtain economic self-sufficiency. Children will thrive in programs that meet their developmental and educational needs and make them feel welcome, encouraged and supported. Professionals teaching and caring for children will have the resources, including training and education, needed to operate and maintain high quality programs*  TPMA’s own mission, vision, and values align closely with those of both FSSA and OECOSL and we are committed to delivering all of the services outlined in this scope of services in keeping with these collective values. Our previous work with the state of Indiana, and specifically FSSA, is a testament to the level of commitment and integrity with which we approach every project. |

1. **Minimum Requirements (Section 2)**

Please affirm and describe how you, the Respondent and/or any subcontractors, meet the minimum qualifications needed to be considered. Specifically, please describe your:

1. Experience (minimum of 5 years) conducting evaluations, research, or data analysis.
2. Experience working with government programs, ideally in early childhood or education fields.

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| We [TPMA] hereby confirm our acceptance of the requirements outlined in Sections 2. TPMA Consultants fully understand and agrees to adhere to all specifications and conditions detailed within these sections. We are committed to meeting the expectations set forth and ensuring compliance throughout our engagement.  TPMA Consultants boast over 35 years of comprehensive experience in conducting evaluations, research, and data analysis across a wide range of sectors and disciplines, including our evaluation work for the following Indiana government agencies: Community and Housing Development Authority; Governor's Workforce Cabinet; Department of Education; Department of Health, Department of Workforce Development, and Department of Defense Development; among many other local government organizations.  We have a deep expertise in designing and implementing robust evaluation frameworks, conducting detailed research studies, and performing complex data analyses that drive strategic decision-making and improved program outcomes. Our team is composed of seasoned professionals who bring a wealth of knowledge in quantitative and qualitative methodologies, enabling us to tailor our approach to meet the specific needs of each project and client. We have successfully managed large-scale evaluation projects that involve collecting vast amounts of data, employing advanced statistical techniques to unearth significant insights and trends.  Our research efforts often focus on impact assessments, feasibility studies, and program evaluations, which are critical for understanding effectiveness and enhancing the services offered by our clients. Throughout our engagements, we emphasize a collaborative approach, working closely with clients to ensure that all evaluation and research activities align with their strategic goals and provide actionable insights. This involves clear communication, regular updates, and iterative feedback processes to refine objectives and methodologies as projects evolve. TPMA's proven track record in this field is supported by our commitment to maintaining the highest standards of data integrity and accuracy, ensuring that all findings are reliable and grounded in rigorous analytical practice. Our ability to convert complex data into clear, understandable, and usable information makes us a valued partner to organizations seeking to base their strategic decisions on solid empirical evidence.  TPMA Consultants also have a strong track record of working with government programs evaluating childcare and early childhood education programs. Our project experience includes:   * Indiana’s Early Childhood Comprehensive Systems Impact Grant for the Indiana State Department of Health * Regional Childcare Impact Study for the Gateway Area Development District in Kentucky * Nucor Childcare Case Study, for The Manufacturing Institute in Washington, D.C. * Invest Hamilton County – Childcare Action and Investment Plan, Invest Hamilton County Indiana * Childcare Impact Study of LaSalle, Marshall, and Putnam Counties for the Regional Office of Education 35 in Illinois * Southwest Indiana Childcare Impact Report and Action Plan for Building Blocks * Regional Childcare Impact Study for the Lincoln Trail Area Development District in Kentucky * Early Learning Impact in Northeast Indiana for Ambassador Enterprises   This extensive experience underscores our deep understanding of the unique challenges and requirements associated with this sector. Our team has collaborated with numerous state and local education agencies to design, implement, and evaluate programs that aim to enhance educational outcomes and support early childhood development. Our work in these areas often involves assessing program effectiveness, identifying areas for improvement, and providing evidence-based recommendations tailored to the specific needs of children and educators. For instance, TPMA has been instrumental in evaluating early childhood education initiatives aimed at improving literacy rates and math skills among preschoolers. We have also supported states and municipalities in rolling out professional development programs for teachers and childcare providers, ensuring that they are equipped with the latest pedagogical strategies and knowledge. In these projects, TPMA not only gathers and analyzes data but also engages with stakeholders including educators, parents, and policy makers to ensure that all perspectives are considered. This collaborative approach helps to create more inclusive and effective educational programs that meet the diverse needs of communities. Moreover, our familiarity with the regulatory and funding frameworks that govern public programs enables us to navigate these systems effectively, ensuring that projects remain compliant and optimally aligned with governmental objectives. This experience positions TPMA as a proficient and reliable partner in advancing early childhood and educational initiatives within government settings. |

1. **Key Tasks and Vendor Experience (Section 3.1)**

Confirm your acceptance of the requirements in Section 3.1, and please describe your understanding of the key task in the Scope of Work, as identified in Section 3.1. Specifically:

1. Describe your company and proposed project staff’s background and experience with the key tasks listed in Section 3.1 and how it will benefit the State in this Contract. Include the following information, at a minimum:
   1. Experience conducting evaluations, research, or data analysis for the State or other similar clients in a similar capacity to the evaluation services requested in this RFP. Please indicate whether the clients were in the public or private sector and the scale of the data you worked with when conducting these services.
   2. Experience developing evaluation and research plans including identifying evaluation metrics, developing data collection methods or tools, or developing hypotheses and accompanying research questions.
   3. Experience conducting qualitative data analysis and presenting the results in a formal report.
   4. Experience collecting and interpreting data from state systems.
   5. Experience identifying implications of evaluation or research results and developing accompanying recommendations.
2. Provide work samples (e.g. published reports, research, etc.) that demonstrate the experience you have outlined in your response.

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| We [TPMA] hereby confirm our acceptance of the requirements outlined in Sections 3.1. TPMA Consultants fully understand and agrees to adhere to all specifications and conditions detailed within these sections. We are committed to meeting the expectations set forth and ensuring compliance throughout our engagement.  TPMA Consultants possess a wealth of experience conducting evaluations, research, and data analysis for a diverse array of clients, including State agencies and other public sector entities, closely aligned with the evaluation services requested in this RFP. Our engagements have covered a broad spectrum, from local government departments to national public programs, reflecting our ability to adapt to various scales and complexities of data and organizational needs. In the public sector, our projects have often involved large-scale data sets comprising a multitude of data points, which required meticulous handling, sophisticated analysis, and careful interpretation to ensure accurate and actionable outcomes. Our work has included outcome evaluations, process assessments, and impact studies, all designed to inform policy decisions and enhance service delivery in areas such as healthcare, education, and economic development.  For each project, TPMA has successfully navigated the regulatory and compliance environments associated with public sector data, ensuring the confidentiality and security of sensitive information. Our methodologies are tailored to the specific requirements of each client, incorporating advanced statistical techniques and contemporary analytical tools to provide clear, comprehensible insights that support effective policy making and program improvement. Moreover, TPMA's experience with similar clients in the private sector, although dealing with different data privacy concerns and often more commercially sensitive information, also underscores our versatility and ability to translate skills across sectors. This breadth of experience enhances our capability to deliver high-quality, customized evaluation services that meet the unique needs of any RFP, particularly those from government or similarly structured organizations. **Please see specific project examples, along with links to deliverables, when available, provided at the end of this section.**   * + 1. Indiana Housing Authority study, looking at long-term stability of at-risk individuals and families, through logit and multivariate regression analysis.     2. Indiana Chamber of Commerce, STEM Skills Gap Analysis- involved linking detailed data on degree earners from all Indiana institutions, including course of study and level of award, to detailed occupation projection data from the Bureau of Labor Statistics and retention rates from the experimental US Census Bureau Post Secondary Employment Outcomes to develop a sophisticated supply gap analysis for the state of Indiana across all STEM-related occupations     3. Indiana Economic Development Corporation (ongoing retainer), proprietary and confidential agency data on proposed economic development projects that we combine with data from the US Bureau of Economic Development and US Bureau of Labor Statistics to develop economic impact models used to inform stakeholders and government decision-makers.   TPMA Consultants have extensive experience in developing comprehensive evaluation and research plans tailored to the specific needs of various projects and sectors. This expertise includes defining clear evaluation metrics that are crucial for measuring the effectiveness and impact of initiatives. As evaluative consultants, we are adept at crafting these metrics to ensure they align with strategic objectives and provide actionable insights. Furthermore, TPMA Evaluation Consultants are skilled in developing innovative data collection methods and tools. This capability involves designing surveys, interviews, and observational protocols that are not only methodologically sound but also tailored to capture the nuanced data necessary for robust analysis.  Additionally, TPMA Consultants excel in formulating hypotheses and accompanying research questions that drive their studies. This involves a deep understanding of theoretical frameworks and industry-specific challenges, allowing them to construct hypotheses that are both insightful and testable. Their approach ensures that each research question is structured to systematically address the core issues at hand, paving the way for findings that are both significant and applicable. This comprehensive planning capability enhances the quality and relevance of the research outputs, making TPMA Consultants leaders utilizing evaluation and research to inform and transform organizational strategies. **(Please see specific project examples, along with links to deliverables, when available, provided at the end of this section.)**  TPMA has experience conducting qualitative data analysis and presenting the results in a formal report. Specifically, TPMA’s Consultants have extensive experience designing and implementing multi-method evaluations that use both qualitative and quantitative methodologies, and that employ various data collection methods (e.g., interviews, focus groups, survey development), as well as experience leveraging quantitative methodologies for data analysis of large data sets, including analyses using statistical software such Excel, SPSS, and R for quantitative analysis, and NVivo for qualitative analysis. TPMA consultants also have used Excel, Canva and Tableau to create data visualizations for formal evaluative reports. Our consultants also have experience in designing evaluative (or research) goals and creating (and implementing) related evaluation plans. TPMA consultants are also seasoned evaluation data presenters (verbally, in writing, and using data visualizations) conducive to diverse audiences, whether senior management or underserved community members.  TPMA Consultants bring extensive experience in collecting and interpreting data from state systems, a capability that is critical for delivering accurate and actionable insights. Our team is proficient in navigating the complexities of state databases and information systems, which often involve diverse data types and formats. TPMA’s expertise includes not only the extraction of relevant data but also ensuring its accuracy, relevance, and confidentiality in compliance with all applicable regulations. We utilize advanced data collection methods and analytical techniques to interpret this data effectively. This involves statistical analysis, trend identification, and predictive modeling to transform raw data into meaningful insights. TPMA’s approach includes thorough validation and cross-verification processes to ensure the integrity and reliability of the data collected. Moreover, TPMA Consultants are skilled in working with state officials and IT departments to gain necessary access to systems and to understand the nuances of data structures within these systems. This collaboration is vital for overcoming potential hurdles and streamlining the data collection process. Our team also focuses on continuous skill enhancement and stays updated with the latest tools and technologies in data analytics, which further enhances our capability to handle complex data from state systems efficiently. Overall, TPMA’s ability to collect and interpret data from state systems is underpinned by technical proficiency, strategic collaborations, and a rigorous commitment to data quality and security, ensuring that we deliver comprehensive and dependable results for our clients. **(Please see specific project examples, along with links to deliverables, when available, provided at the end of this section.)**  TPMA Consultants possess a robust skill set in analytical Interpretation and strategic recommendation development. Specifically, our Consultants demonstrate proficiency in evaluating and analyzing research, adept at interpreting complex data to identify key trends and patterns and have experience discerning the broader implications of research findings, ensuring that such insights effectively influence strategic planning and decision-making processes. TPMA Consultants excel in formulating actionable recommendations based on these insights, offering well-founded suggestions to optimize processes and enhance operational effectiveness. Our consultants articulate findings and strategies with clarity, ensuring that all stakeholders grasp the significance of the data and the rationale behind proposed strategies. Furthermore, our collaborative approach enables TPMA Consultants to work effectively with cross-functional teams, discussing implications and forging consensus on practical, impactful recommendations. This skill set underscores TPMA Consultants' capacity to integrate research insights into strategic planning, fostering data-driven decision making that propels organizational success.  One of the best examples TPMA can provide that addresses the key tasks listed in Section 3.1 above is our process and outcomes evaluation for the ***Substance Use Prevention, Treatment, and Recovery Services*** ***(SUPTRS formerly SAPT)*** grant cycle currently nearing completion for the ***Department of Mental Health and Addiction (DMHA)***. These grant recipients use funds to plan, implement, and evaluate activities that prevent and treat substance abuse and promote public health. The grant supports substance use disorder prevention, treatment and recovery services, including public education campaigns, school-based curriculum, mentoring, and parenting classes, screening and referral services, community needs assessments and trainings, alternative activities that exclude substance abuse (e.g. sports and community drop-in centers). TPMA has been engaged in the evaluation since 2020 to determine the effectiveness of regional projects in obtaining desired statewide prevention outcomes; an engagement that is scheduled to conclude in the coming months. The scope of this engagement has included the provision of technical support to sites in developing an evaluation plan, as well as core evaluation measures. Technical assistance has also included monthly evaluation consultation calls and evaluation tool development. TPMA also engaged in bi-annual site visits with providers and provided DMHA a summary report of findings from these site visits. Annually, TPMA has provided annual reports at the local and state-wide level to providers and DMHA and presented findings in a variety of methods.  This multi-year engagement has resulted in the TPMA team developing a detailed understanding of substance misuse programs in Indiana and their administering agencies/groups across the state. Our team has established successful working relationships with sub-recipients through site visits, training/technical assistance, and continuous monitoring of providers’ evaluations.  Below we provide several project profiles to illustrate the experience cited above.  ***Evaluation of Early Childhood Comprehensive Systems Impact Grant – Indiana State Department of Health***  Indiana’s Early Childhood Comprehensive Systems (ECCS) Impact grant, which was implemented between August 2016 and July 2021, aimed to enhance early childhood systems building and demonstrate improved outcomes in population-based children’s developmental health and family well-being using a Collaborative Innovation and Improvement Network (CoIIN) approach. The grant combined state-level coordination, led by the Indiana State Department of Health (ISDH), with local place-based efforts, led by The John H. Boner Community Center (JBNC), and focused on five zip codes in the Indianapolis Near East Side and the IndyEast Promize Zone. TPMA conducted an evaluation of the grant for the Department to assess the planning, implementation, and effectiveness of the project. TPMA used a mixed-methods approach to examine the effectiveness of the grant, gathering both quantitative and qualitative data from stakeholders and service providers. TPMA also provided data collection assistance, helping grant staff identify and collect additional data points, and assisting with continuous improvement feedback loops. As part of the evaluation, TPMA developed a needs statement that included an analysis of services to support families with young children in a five zip code area of Indianapolis (e.g. childcare providers, health clinics, family support services, community centers, etc.).  ***The Childcare Challenge, Indiana – Ambassador Enterprises***  TPMA collaborated with Ambassador Enterprises and The Regional Chamber of Northeast Indiana to understand The Childcare Challenge, measuring socioeconomic impact, cost, and opportunities in the 11-county region centered around Fort Wayne.  Phase One of the Economic Study explored the inextricable connection between employee shortages and the lack of access to affordable, quality childcare. Specifically, the TPMA Research Team conducted surveys and conversations with employers that identified the challenge of childcare as the primary driver of worker shortages in the region. A literature review and scan of national research indicated the widespread need for enhanced childcare solutions to address chronic worker shortages. Modeled around a set of quantifiable research questions, TPMA investigated cost, access, and availability of childcare as major factors preventing “work willing” parents from filling known labor shortages. The Research Team found that some pilot cost-sharing programs are moving the needle on a small scale in certain communities. The final deliverable is available here.  TPMA worked on a consequent, second Early Childcare Study with advocates for Early Childcare progress in Northeast Indiana. Having affordable and reliable Early Childcare has rippling effects on the workforce, employers, and families. This study strategically focused on Early Childcare’s impact on parents, childcare providers, employers, and children. The study examined the cost of Early Childcare, effects on work (such as work absences for childcare reasons), sustainable wages of childcare workers, and solutions and models to tackle these issues. Interviews, focus groups, and surveys were deployed to get an accurate depiction of local Early Childcare, its challenges, benefits, and opportunities for future growth. Please find the final deliverable here: [The-Childcare-Challenge\_Amassador-Enterprises.pdf](https://www.tpma-inc.com/wp-content/uploads/2024/04/The-Childcare-Challenge_Amassador-Enterprises.pdf)  ***Career Pathway Landscape Mapping, Rhode Island Office of Postsecondary Commissioners***  TPMA worked with the Rhode Island Office of Postsecondary Commissioners to design strategies to advance the state’s universal Pre-K goals and design collaborative and streamlined career pathways that support the development of quality early learning. The project began with an inventory of available resources, learning programs (scholarships, enrollment, completion etc.) and careful consideration of areas that could be improved, aligned, and promoted to inspire students and current employees to pursue careers and advancement in the field.  The project team identified gaps and opportunities supporting these efforts that helped inform recommendations for improvement of the Early Childhood Care & Education (ECCE) workforce development ecosystem. TPMA then developed the ECCE Career Pathway Landscape Map using robust research of state education, training program data, and stakeholder engagement. This map helped guide the development of a workforce ecosystem that aligns training and education across secondary, postsecondary, and non-credit opportunities with transferable credits and well-defined points for entry and exit.  ***Childcare Economic Impact Study, The Lincoln Trail Area Development District (LTADD)***  LTADD hired TPMA to model the following: a) Impact of lack of childcare has on the workforce and economy in its eight-county region (includes Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson, and Washington counties); and b) Potential impact of expanding a model of childcare that relies on employer, employee, and taxpayer support. The data will inform employers, key partners, and elected officials on the true impact the lack of reliable childcare is having on the regional economy’s ability to meet it workforce needs and present the potential return-on-investment for the adaption and implementation of a model to fund and provide affordable childcare. With the construction and impeding opening of BlueOval SK in Glendale as well other connected and new economic development projects, LTADD and its partners need this information to support workforce development.  TPMA modeled lost wages and vacancies as part of a broader review of the impact lack of childcare has on the workforce and the broader economy. TPMA also independently assessed the potential positive economic impact (vis-à-vis parents/guardians returning to the labor force) of improved access to affordable childcare in the LTADD region.  Based on cost parameters per student, and assuming a distribution of costs across employers, parents, and the commonwealth of Kentucky, a cost/benefit analysis was included that estimates the return on investment for all partners, should funding be made available to support the initiative long-term.  As part of this assessment, TPMA included not only estimates of parents returning to the workforce full-time, but also estimates of the lost wages, taxes, sales, and revenue because of parents working less than full time due to limitations caused by lack of available childcare.  TPMA quantified the impact of the conclusion of ARPA funding (funds must be obligated by December 21, 2024, and spent by December 31, 2026) and estimated the potential number of parents- and the affiliated wages, taxes, and revenue- who will exit the workforce because of cost-prohibitive childcare and include strategies, suggestions, and made best practice recommendations to improve childcare access for working Kentuckians in the Lincoln Trail Region.  TPMA recently completed this project and provided the information in a user-friendly presentation format for use with multiple audiences including state legislators, regional partners, and funders. It included case studies of applicable models for community and regional approaches for consideration by LTADD and its partners. See the final report here. [Lincoln Trail Aread Development District Childcare \_Study\_Report.pdf](https://ltadd.org/wp-content/uploads/2024/04/Childcare_Study_Report.pdf) |

1. **Evaluation Deliverables (Sections 3.2, 3.3, & 3.4)**

Confirm your acceptance of the requirements in Sections 3.2, 3.3, and 3.4, and please describe your approach to meeting all the general requirements identified in Sections 3.2, 3.3, and 3.4 of the Scope of Work.

* 1. Provide a draft Project Charter and Execution Plan that includes corresponding time frames and milestone deliverables.
  2. Describe your approach to:
     1. Evaluating initiatives focused on increasing childcare capacity and/or bolstering recruitment and retention in the workforce.
     2. Evaluating a program’s overall impact, including but not limited to, how the funding was allocated and spent by the recipients, the program’s successes, and best practices.
     3. Developing the seven deliverables outlined in section 3.3. Your response should:
        1. Consider the focus areas of the initiatives being evaluated.
        2. Outline the steps necessary to complete each deliverable.

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| We [TPMA] hereby confirm our acceptance of the requirements outlined in Sections 3.2, 3.3, and 3.4 of the documents. TPMA Consultants fully understand and agree to adhere to all specifications and conditions detailed within these sections. We are committed to meeting the expectations set forth and ensuring compliance throughout our engagement.  Below we describe our approach to developing the core deliverables of this project.  TPMA Consultants will expertly draft a Project Charter and Execution Plan tailored to define and guide the specific project. The Project Charter will formally authorize the project, establishing its purpose, objectives, scope, involved stakeholders, project manager and their authority level, budget, and high-level timeline including critical milestones. This foundational document ensures all parties are aligned from the onset. Following the charter, TPMA Consultants will develop a comprehensive Execution Plan. This detailed plan delineates the project into manageable phases, assigns resources to each task, and specifies timelines for completion. It will also identify dependencies between tasks, outline risk management strategies, set quality control metrics, and describe the communication plan to keep all stakeholders informed. This thorough planning is designed to optimize project delivery and align with the strategic goals of the organization, ensuring every aspect of the project execution is meticulously planned and accounted for.  At TPMA, our approach to evaluating initiatives focused on increasing childcare capacity and bolstering recruitment and retention in the workforce incorporates several best practices to ensure thoroughness and relevance. Initially, we establish clear, measurable objectives aligned with the strategic goals of the initiatives. This involves developing a robust evaluation framework that includes both qualitative and quantitative metrics to assess program effectiveness and impact. Our methodology integrates multiple data sources to provide a comprehensive view of the program outcomes. This typically includes surveys, interviews, and focus groups with stakeholders such as program participants, providers, and administrators, and an analysis of administrative data and workforce metrics. By employing mixed methods, we capture nuanced insights into both the processes and outcomes of the initiatives. To understand the factors influencing child care capacity and workforce dynamics, we conduct detailed process evaluations. These evaluations examine the implementation fidelity, barriers to effectiveness, and facilitators of success within the programs. Outcome evaluations are then used to measure the actual impacts on childcare availability and workforce stability, comparing pre- and post-initiative conditions to gauge true program efficacy. Additionally, TPMA emphasizes the importance of continuous feedback loops, where interim findings are used to refine and optimize ongoing initiatives. This adaptive approach allows for real-time improvements, enhancing the overall success of the programs. Finally, our evaluations culminate in actionable recommendations that are grounded in data and tailored to the specific context of the initiatives. These recommendations focus on scaling successful strategies, addressing identified challenges, and informing future policy and program development to sustain and expand the impact on childcare capacity and workforce enhancement.  At TPMA, our comprehensive evaluation of a program’s overall impact begins by meticulously examining how funding is allocated and spent by recipients. We ensure this by implementing a detailed financial audit process that tracks and analyzes expenditure against the program’s budget and objectives, thereby assessing the efficiency and effectiveness of the fund usage. Simultaneously, we evaluate the program's successes by comparing targeted outcomes with achieved results, employing both quantitative measures (such as performance metrics and service delivery statistics) and qualitative feedback (from stakeholders and beneficiaries). To gain deeper insights, we conduct extensive field research, including interviews, focus groups, and surveys, to understand the direct and indirect impacts of the program on the community and stakeholders. This multi-faceted approach helps us to identify not only the areas where the program has succeeded but also the challenges faced during implementation. Furthermore, our evaluation process places a strong emphasis on identifying and documenting best practices that emerge from the program. This involves analyzing the strategies and tactics that led to successful outcomes and could potentially be replicated or adapted in other contexts. By highlighting these best practices, we provide valuable insights that can guide future program design and policy formulation, ensuring that successful, impactful methods are recognized and utilized to enhance overall program effectiveness. This holistic evaluation strategy ensures that all aspects of a program's impact are thoroughly assessed, providing a clear, comprehensive understanding of its efficacy and areas for improvement.  Below we describe the required steps for completion of the deliverables described.  Evaluation Plan  Our development of an evaluation plan for the project begins with a focused engagement to thoroughly understand your specific needs and objectives. This foundational step involves deep dialogue with you to clarify the goals, essential questions, and desired outcomes of your initiative. From this understanding, TPMA Consultants will craft a customized evaluation plan that precisely outlines the scope and objectives of the plan. In it, we will include our approach to evaluation methodology, data collection —be it qualitative, quantitative, or a combination—to specifically address the core questions pertinent to the project. In this planning document, TPMA Consultants will also detail the proposed data collection methods, which may include surveys, interviews, or the analysis of existing data. Each chosen method is aligned with the overall objectives of the evaluation, ensuring coherence and relevance. We also incorporate a detailed timeline in our plan, outlining key milestones for the preparation and review stages. This timeline ensures that every phase of the planning process is tracked and managed efficiently. Additionally, we prepare for potential challenges by proposing strategies for stakeholder engagement, data quality assurance, and data privacy management. Our resource allocation plan is meticulously laid out, assigning roles and responsibilities to our team members to cover all necessary aspects of the planning process. Throughout the development of the evaluation plan, we maintain a collaborative approach, inviting feedback and refining our approach to align with expectations. This ensures that the evaluation plan is both actionable and tailored to facilitate informed decision-making and strategic enhancements.  Data Collection and Tool Development  This deliverable includes the collaborative approach to developing data collection tools and the processes involved in data collection and data safekeeping. When developing data collection tools for an evaluation, TPMA Consultants begin by defining the evaluation objectives and questions to ensure alignment with the evaluation's goals. Key indicators are then selected based on these objectives, focusing on their ability to provide measurable insights. The selection of appropriate data collection methods follows, choosing from surveys, interviews, focus groups, observations, and document reviews to best fit the data needs and evaluation context. Subsequently, these methods dictate the design of specific data collection tools such as surveys, interview guides, focus group guides, etc., ensuring that each question is clear and directly related to the indicators. An integral part of the process is engaging with the client to review these tools, where their feedback is solicited to ensure the tools are aligned with their specific needs and expectations. This collaborative approach allows for the integration of client insights, enhancing the tool’s relevance and effectiveness.  Before full deployment, TPMA Consultants may choose to conduct a pilot test with a segment of the target population to identify any issues with the tool’s design or functionality. This testing phase is crucial for refining the tools, based on real-world feedback and initial data quality assessments. Training for data collectors is also provided to ensure consistency and reliability in data collection practices. Once the tools are finalized, they are implemented in full-scale data collection, accompanied by a comprehensive data management and analysis plan that outlines procedures for data entry, storage, analysis, and reporting. Throughout the evaluation, TPMA Consultants continuously monitor the effectiveness of the data collection process, making necessary adjustments to optimize accuracy and relevancy of the gathered data. This meticulous approach ensures that the evaluation tools are robust and tailored to deliver insightful, actionable findings.  The evaluation’s data collection will be comprehensive and multifaceted, employing various approaches to ensure a thorough assessment of the project's effectiveness and impact. Data collection methods will include research around publicly available data, targeted surveys, interviews, and focus groups with stakeholders and partner organizations. TPMA will plan to survey participants, those not placed in employment, and other key stakeholder groups identified during the evaluation design when a broad group is identified to gather data on their experience with OECSOL. Participant surveys will focus on the development of skills, potential job placement, the extent to which the training was valuable and relevant, and feedback on the value of the wraparound services they may have received. While surveys will allow TPMA to reach a wide range of stakeholders, interviews will provide an opportunity for in-depth discussions and qualitative insights into the workforce training initiative's strengths, weaknesses, and areas for improvement. Additional feedback related to program design and community impact may be included in interviews, depending on the relevance for the interviewees. Focus groups will be organized to facilitate group discussions among stakeholders.  TPMA Consultants will engage staff, training providers and employer partners, training participants, and those not placed in employment. Data will also be collected from sites involved across each of the four sectors, to assess facilitators and barriers to implementing the program model. Sites will also be asked to speak to individual and community economic benefits from their vantage point. Working in partnership with OECSL staff, the appropriate participants will be identified and invited to participate and focus group questions will be tailored to each group based on attendees. By employing a variety of data collection methods, including surveys, interviews, focus groups, economic modeling (discussed in the following section), TPMA will be able to develop tailored evaluation tools and protocols for each stakeholder group. TPMA will conduct a rigorous and thorough evaluation of the innovative training programs funded by OECOSL, gathering comprehensive feedback and insights to inform future decision-making and improvements.  TPMA Consultants adhere to a data safekeeping protocol to ensure the confidentiality, integrity, and availability of data throughout evaluation projects. During data collection, secure channels such as encrypted digital forms and secure telecommunication protocols are employed, and all data transmitted is encrypted using industry-standard protocols. Data is stored on secure, encrypted servers, with access strictly regulated through role-based controls to ensure that only authorized personnel can access the necessary information. Regular backups are conducted to prevent data loss, and comprehensive data integrity checks are performed to maintain data accuracy. Furthermore, our practices comply with all relevant data protection regulations, such as GDPR and HIPAA, ensuring legal compliance across all data handling activities. Privacy is paramount; we handle data according to strict policies that minimize personally identifiable information and restrict data use to agreed-upon purposes. At the end of a project or when data is no longer required, it is securely disposed of through methods like data wiping or physical destruction, and any data retained for long-term analysis is anonymized to remove personal identifiers.  Data Analysis |  TPMA will provide data analysis from evaluation data for the following:   * Impact of Program Design * Client Level Economic Impact * Community Level Economic Impact   Throughout the program, TPMA will collect data related to the implementation of the programs and will analyze these data as they are collected. This will allow TPMA to provide OECSL with feedback throughout the evaluation period, allowing for opportunities to course correct or refine approaches, if needed. At the end of the evaluation period, TPMA will focus on clarifying the program design's impact and delineating client- and community-level economic impacts. Through meticulous data collection, rigorous analysis, and expert interpretation, TPMA aims to provide actionable insights that illuminate the effectiveness and broader implications of the initiative. TPMA will delve into the impact of the program design, examining how the program's structural elements and operational strategies contribute to its overall effectiveness and outcomes. TPMA will show how much the program design facilitates positive outcomes and maximizes its potential impact. Through reviewing individual participant’s job-related outcomes, as available, the team will assess the client-level impact of the program on participants. TPMA will also examine the program's broader community-level economic impact. This evaluation will entail assessing the ripple effects and spillover benefits that accrue to the broader community due to the program's activities. These may include the creation of job opportunities, increased local spending, enhanced productivity, and overall economic growth stimulated by the program's interventions. Through comprehensive data collection using workforce data sources, including BLS and Lightcast data, and sophisticated economic modeling techniques, TPMA will quantify and explain the program's contribution to fostering economic vitality and resilience at the community level. Economic modeling provides a systematic framework for quantifying the project's economic implications, such as its contribution to economic growth, job creation, cost savings, and return on investment. This involves analyzing data related to costs, benefits, revenues, and other financial factors associated with the project.  TPMA Consultants will also utilize a methodical approach to identify local, regional, and national policy implications of evaluation results and develop relevant policy recommendations. The process begins with a comprehensive analysis of the evaluation data to extract key findings that hold policy implications. We then contextualize these findings within existing policy frameworks across different governmental levels, assessing how the results align with, challenge, or highlight gaps in current policies. Following this analysis, TPMA Consultants formulate specific, actionable policy recommendations aimed at enhancing existing policies or suggesting new policy initiatives.  TPMA Consultants will adopt a thorough approach to qualitative and quantitative data analysis, utilizing various statistical methods to extract meaningful insights from complex datasets. Here’s how we approach the following statistical analysis using each specified method: **1. Regression Analysis** Regression analysis is a powerful tool used to understand the relationships between dependent and independent variables. At TPMA Consultants, we will employ regression analysis to model and analyze these relationships within the quantitative data gathered through the evaluation. This approach will allow us to identify significant predictors, estimate interactions, and assess the impact of various factors on key outcomes. By fitting the appropriate regression models, we can effectively quantify the strength and form of these relationships, providing a solid basis for making informed decisions and crafting targeted recommendations. **2. Longitudinal Data Analysis** When dealing with data that is collected over different points in time, TPMA Consultants uses longitudinal data analysis to track changes and developments. This method is particularly valuable for assessing trends, evaluating the stability of effects over time, and identifying patterns of change across the dataset. By applying techniques such as mixed-effects models or growth curve analysis, we can account for the time-dependent structure of the data, control for within-subject correlation, and more accurately infer the dynamics of the processes under study. **3. Difference in Differences Analysis** Difference in differences (DiD) analysis is employed to estimate the effect of a specific intervention or treatment by comparing the changes in outcomes over time between a population that is exposed to the intervention and a control group that is not. TPMA Consultants will utilize this method to isolate the impact of policy changes or program implementations, effectively controlling for external variables that might otherwise confound the results. This method is particularly robust in quasi-experimental designs where random assignment is not feasible. **4. Statistical Significance Testing** Statistical significance testing forms the backbone of our approach to inferential statistics. TPMA Consultants applies this testing to determine whether the results observed in the data are likely due to the hypothesized effect or merely a result of random variation. Techniques such as t-tests, ANOVA, or chi-squared tests are used depending on the type of data and the specific hypotheses being tested. This rigorous testing ensures that our conclusions are reliable and statistically justified, providing a solid foundation for subsequent policy recommendations and strategic decision-making.  Final Report | Timeline: Within Nine Months of Contract Execution  This deliverable will include an analysis of data conducted after its collection, along with findings and recommendations derived from this analysis. The process also encompasses editing the final formal report based on stakeholder feedback. TPMA will produce a comprehensive final report that evaluates the effectiveness of various programs, their design, and their economic impact on individuals and communities. The report will be grounded in both quantitative data and qualitative feedback, focusing on the economic impacts of workforce training initiatives, particularly client-level outcomes post-training. The report will begin by detailing the methodologies used during the evaluation to ensure transparency. It will describe the methods employed, such as surveys, interviews, focus groups, economic modeling, and data collection from multiple sources. Following this, the report will present the evaluation's findings, organized thematically to aid understanding and interpretation. It will examine key aspects of the project, providing insights into programmatic effectiveness, client-level, and community-level economic impacts. Accompanying the findings will be actionable recommendations tailored to address specific challenges or opportunities identified during the evaluation. TPMA views evaluation as a tool for continuous improvement, offering valuable recommendations to enhance program sustainability and scalability.  TPMA will ensure the final report is readable and accessible. It will distill complex data and analyses into clear, concise language supported by visual aids like charts, graphs, and infographics to enhance reader engagement and understanding. The report's format will be user-friendly, designed to be easily navigable and digestible for various audiences. To effectively meet client and stakeholder needs, The final report will clearly present the findings, structured to highlight key outcomes and recommendations. Continuous dialogue with the client will inform the customization of the report’s content, format, and emphasis, aligning it with the client’s strategic goals. TPMA Consultants will take a meticulous and client-focused approach, in which we will share report drafts with clients for feedback, and integrate their insights and perspectives accordingly. Finally, an executive summary will distill key points for quick comprehension. The end product will be a valuable decision-making tool, facilitating future planning and action. |

1. **Communications and Meetings (Section 4)**

Confirm your acceptance of the requirements in Section 4, and please describe your approach to meeting all the general requirements identified in Section 4 of the Scope of Work. Specifically, describe your approach to:

* 1. Facilitating meetings with OECOSL including any materials or strategies used to ensure meetings are efficient and informative.
  2. Carrying out regular communications with OECOSL via the Project Manager and the responsibilities the Project Manager will have in this role.

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| We [TPMA] hereby confirm our acceptance of the requirements outlined in Sections 4. of the documents. TPMA Consultants fully understand and agrees to adhere to all specifications and conditions detailed within these sections. We are committed to meeting the expectations set forth and ensuring compliance throughout our engagement.  To ensure meetings with OECOSL are both efficient and informative, TPMA Consultants employ a strategic approach centered on thorough preparation and active facilitation. Prior to each meeting, TPMA prepares a detailed agenda, outlining key discussion points and objectives to keep the session focused and productive. These agendas are shared in advance with all participants to allow for adequate preparation. Additionally, TPMA develops comprehensive materials such as data-driven reports, visual aids like charts and slides, and pre-meeting briefs that encapsulate critical information, ensuring that all attendees are well-informed and ready to engage in meaningful dialogue.  During the meetings, TPMA Consultants utilize proven facilitation techniques to encourage participation and ensure that every voice is heard. This includes structuring the meeting to include time for questions and open discussion, using facilitation tools such as polls for instant feedback, and breakout sessions to foster deeper exploration of specific topics. TPMA also follows a structured follow-up process, providing summaries of the discussions, action items, and clear next steps to all participants. This methodical approach guarantees that meetings with OECOSL are not only well-coordinated and informative but also conducive to achieving substantive progress.  To maintain robust and regular communications with OECOSL, TPMA Consultants have designated a Project Manager who will act as the primary liaison, ensuring a consistent and effective exchange of information. The Project Manager's responsibilities in this role include scheduling regular updates and check-ins with OECOSL to discuss project progress, address any concerns, and adjust strategies as necessary. This will be facilitated through a variety of communication channels such as emails, conference calls, and virtual meetings, ensuring adaptability to the needs and preferences of OECOSL.  The Project Manager is also tasked with maintaining detailed records of all communications and decisions made, ensuring transparency and accountability. They will oversee the preparation and dissemination of progress reports and briefs that provide insightful updates and highlight any critical issues requiring attention. Moreover, the Project Manager will coordinate with TPMA's internal teams to ensure that all information shared with OECOSL is accurate, timely, and strategically aligned with project goals. This role is crucial not only for keeping OECOSL informed and engaged but also for fostering a collaborative and responsive working relationship. |

1. **Staffing (Section 5)**

Confirm your acceptance of the requirements in Section 5, and please describe your approach to meeting all the requirements identified in Section 5 of the Scope of Work. Specifically:

* 1. Propose an initial staffing plan and expected staffing levels, making sure to include all required positions indicated in Section 5 and describe how this plan will enable you to fulfill all Contract requirements and deliver high quality, operationally efficient services.
  2. Provide a staffing chart that indicates which staff positions will be filled by the prime contractor and which staff positions will be filled by a subcontractor.
  3. Provide resumes or if the position is unfilled, job descriptions, for key staff positions that include the responsibilities and qualifications of the position such as, but not limited to: education, professional credentials, work experience and membership in professional or community associations.
  4. Describe your plans to address and minimize staff turnover.

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| We [TPMA] hereby confirm our acceptance of the requirements outlined in Sections 5. of the documents. TPMA Consultants fully understand and agrees to adhere to all specifications and conditions detailed within these sections. We are committed to meeting the expectations set forth and ensuring compliance throughout our engagement.  We have assembled a team of evaluation experts who have both experience with large scale complex evaluations, the Indiana Family and Social Services Administration, as well as evaluating and projecting the impacts of childcare initiatives on the economic viability of cities, counties, and states. Below we provide a summary of the staff assigned to work with OECOSL, and their roles on the project. Detailed resumes for each team member have been included as a supplement to Attachment J: Attestation.  **Maureen Hoffmann- Project Lead**: Maureen leverages her background in Anthropology to examine community attitudes through observations and interviews and utilizes that information to determine meaningful themes and recommendations for programs. She works closely with several organizations to evaluation programs and determine best practices, outcomes, and impacts.  **Brian Nottingham- Strategic Advisor / Data Supervisor**: Brian is a Senior Strategic Advisor with TPMA with deep experience in the nexus of applied research, workforce development, economic development, and public policy. He will guide the team with his best practice knowledge regarding childcare and data analysis. Brian was invited to testify on behalf of the firm before an Indiana legislative panel in August 2023. This testimony showcased TPMA research underscoring the state’s need for childcare solutions to boost economic development and support growing workforce demand.  **Alexander Taylor- Data Support**: Alex is a highly experienced economic development professional, that has worked in multiple state-level initiatives. He oversaw the implementation of several impactful programs and initiatives aimed at fostering growth and resilience in rural communities across Indiana. Alex facilitated the Stellar Communities Program, overseeing numerous economic development projects and leveraging Community Development Block Grant Funding to support large-scale capital improvements.  **Katy Battafarano- Project Manager**: Katy is a Consultant at TPMA with extensive experience in workforce research and talent development. She is skilled in career pathway development and strengthening career and technical education programming. Katy excels in the development of strategies that narrow access and equity gaps in underserved communities and vulnerable populations.  **Moriah Taft- Project Support**: Moriah is experienced in stakeholder engagement, tourism development, and creative placemaking through her work with non-profit organizations. Her skills include engaging stakeholders, building collaboration between business and civic partnerships, and goal and outcome tracking for strategic planning. Moriah has presented at multiple conferences and events on the social benefits of the arts and the power of community building initiatives.  **Katie Masell- Project Support:** Katie has experience in workforce development and business engagement with a technical background in computer science. She excels at using innovation and collaboration to build value-driven, community-centered solutions. She leverages her work with machine learning, automation, and customer relationship management technology to manage projects, conduct process mapping and improve operations.  **The Bingle Research Group Inc. (IVOSB)** will support the Evaluation Team with quantitative data analysis, development of evaluation findings, and report assistance.  To mitigate TPMA consultant turnover and ensure consistent, high-quality service delivery to our clients, TPMA has developed a comprehensive strategy focused on succession planning, knowledge sharing, and robust team management. We prioritize succession planning by identifying key roles within our teams and preparing potential successors through targeted development and mentorship programs, ensuring that every critical function can be competently filled by well-prepared internal talent at any time. Furthermore, TPMA maintains detailed documentation of all project activities and client interactions, and we facilitate regular knowledge-sharing sessions to ensure all team members are well-versed in project specifics and client needs. This approach not only aids in swift onboarding of new consultants but also enhances our collective expertise and response capability. Additionally, we design our teams with overlapping responsibilities, making sure that multiple consultants are familiar with each aspect of the client's project to avoid dependency on any single individual. This redundancy ensures that our client projects do not suffer from interruptions. TPMA also maintains clear and open communication with clients about any changes in the team structure, reinforcing trust through transparency and a commitment to quality. Finally, we utilize a flexible staffing strategy that includes a mix of permanent and freelance talent, enabling us to quickly adapt to changing needs without compromising on service delivery. Through these strategic actions, TPMA aims to uphold uninterrupted and exceptional service standards, regardless of internal changes, safeguarding client interests and project outcomes. |

1. **Accessing State Databases (Section 6)**

Confirm your acceptance of the requirements in Section 6 and please describe your commitment to allow data exchange from your system to the State. Specifically:

1. Describe your experience accessing data from state or other secure databases.
2. Describe previous methods you have used to ensure the secure transfer of data and how these methods can be applied to this project.

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| We [TPMA] hereby confirm our acceptance of the requirements outlined in Sections 4. of the documents. TPMA Consultants fully understand and agrees to adhere to all specifications and conditions detailed within these sections. We are committed to meeting the expectations set forth and ensuring compliance throughout our engagement.  TPMA Consultants possess extensive experience in accessing and working with data from state and other secure databases, which is crucial for conducting thorough and effective evaluations and analyses. Our team is well-versed in navigating the complex permissions and protocols required to access these types of secure data environments. We have established procedures that comply with all relevant data privacy and security regulations to ensure that the integrity and confidentiality of the data are maintained throughout the process. Over the years, TPMA has collaborated with various government agencies and organizations that require stringent data security measures. Our consultants are trained in best practices for data handling and are familiar with the specific requirements and challenges associated with accessing state databases, which often include comprehensive audits and compliance checks. We use state-of-the-art encryption and secure data transfer protocols to safeguard the data during access and transport. Moreover, our expertise extends to adapting our methodologies to the specific formats and systems used by different state databases. This adaptability allows us to extract the maximum amount of relevant information without compromising data security or quality. TPMA's ability to efficiently navigate these secure systems ensures timely and accurate data retrieval, which is fundamental for delivering insightful and dependable analysis to our clients.  TPMA is committed to ensuring the secure transfer of data by employing a range of industry-best practices tailored to meet the specific needs of each project. We utilize robust encryption protocols for both data at rest and data in transit, employing SSL/TLS encryption to secure data channels and AES-256 for stored data to prevent unauthorized access. For file transfers, we rely on secure protocols like SFTP and SCP, which encrypt data over SSH, ensuring the safety of sensitive information during transit. Additionally, we implement data masking and anonymization techniques where necessary, effectively obscuring personal identifiers while maintaining data usability. For projects requiring extra security, TPMA sets up VPNs or uses private networks to facilitate the secure movement of data within controlled environments. To uphold these high standards, we conduct regular security audits and compliance checks to identify potential vulnerabilities and ensure adherence to relevant regulatory requirements such as GDPR or HIPAA. These comprehensive security measures have been rigorously applied in past projects and will be seamlessly integrated into this project to guarantee the secure transfer and handling of all data.  TPMA team will rely on the expertise of Sr Director of Research, Evaluation, and Community Impact Brian Nottingham. Prior to joining TPMA, Brian served as the Director of Business Intelligence and Labor Market Information for the South Carolina Department of Employment and Workforce from 2018 through 2021. In this capacity, Brian oversaw a large team of both subject matter experts and technical staff, including data architects and systems engineers. Brian was the Agency's point of contact with the Bureau of Labor Statistics and Department of Labor to ensure the security, accuracy, and timely submission of claimant and employer tax information to the appropriate federal agencies. |

1. **Invoicing and Payments (Section 7 & 8)**

Confirm your acceptance of the requirements in Section 7 and 8, and please describe your approach to meeting all the requirements identified in Section 7 and 8 of the Scope of Work.

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| On behalf of TPMA Consultants, I hereby confirm our acceptance of the invoicing and payment requirements as outlined in Sections 7 and 8 of the agreement. TPMA fully understands the stipulations set forth in these sections and commits to adhering to them throughout the duration of our engagement. |