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August 21, 2024

Teresa Deaton-Reese, CPPB, CPPO
Indiana Department of Administration
Procurement Division
402 W. Washington St., Room W468
Indianapolis, Indiana 46204

Dear Ms. Reese,

TPMA is pleased to present this response to the Department's request for clarification and BAFO sent via email on August 15, 2024, pertaining to our original response to the state's Request for Proposal No. 25-78986 (RFP) issued by the Indiana Department of Administration on behalf of the Office of Early Childhood and Out of School Learning (OECOSL) for a comprehensive evaluation of OECOSL's programs and initiatives that support childcare capacity and the workforce.

Below I have pasted your questions followed by our responses.

Attachment E - Business Proposal

Section Number	Clarification Question
2.3.3	Please provide information on the content of the quarterly DEI meetings and goals.

Since its inception, TPMA's internal DEI Committee has scheduled a wide variety of content for our meetings. Our most recent meeting was a firm-wide presentation by Dr. Benjamin Wilson on the history of the national holiday, Juneteenth. Other themes have been similarly formal and structured such as DEI Coordinator Megan Wagner's presentation on the National Diversity Month Initiative (April), or as informal and unstructured as a shared book/movie review and discussion, or a current event topic discussion.

In November of 2023, TPMA hired an outside facilitator, Third Space Action Lab, to facilitate a virtual firm-wide Soul Session. By their definition, a Soul Session is a "two-hour radically discursive sessions build teams' muscles to co-create Liberated Spaces, engage in dialogue about race + racism (institutional, structural, and historical), and apply a race analysis to everyday decisions + actions. Soul Sessions are for the proverbial rabbit holes – deep down where transformation happens, rather than surface level. Topics may include: The Groundwater Analysis in practice; Power wielding, building, and sharing; Accountability; Truth + reconciliation; Trauma + resilience; and caring for the body + mind."

TPMA's *Equity Checklist* serves as the framework for our goals. It is a series of three questions that prompt us to see our work through an equity lens. Each question has a series of additional sub-questions, with its own subset of prompts. The three primary questions are:

- *How might this have a different/better/worse effect on a certain group of people?*
- *Who is included and who is excluded?*
- *What does the work/recommendation/project assume or rely on?*

Attachment F - Technical Proposal

Section Number	Clarification Question
3	Please expand on your methodology and experience cleansing data.

METHODOLOGY

TPMA takes a customized, but methodical, approach to data cleaning for each project; the exact steps depend on the data availability and data quality, as well as the project needs. This ensures that data is cleaned deliberately but efficiently. TPMA's approach to data cleaning begins with a data codebook and analysis plan, which outlines the anticipated data points and analyses to ensure that data cleaning is aligned with the project analysis goals. Initial frequencies are run on the data to identify potential coding errors (e.g., values of "9" entered in a 1-5 scale), spelling errors, missing data, etc. These frequencies are reexamined regularly throughout the data cleaning process to double check for errors and mistakes. The data are then modified to create the variables necessary for analysis, as outlined in the codebook and analysis plan (e.g., reverse coding for negatively worded questions, creating averages or total scores, etc.). Any outliers and missing data are identified and addressed according to the analysis plan and project needs. If the data will be analyzed using inferential statistics, the data are then assessed for normality and tested for the assumptions of the planned analyses. Final frequencies and descriptive statistics are run on the data prior to inferential statistics.

EXPERIENCE

TPMA was hired by United Way of Central Indiana to clean over 4500 rows of data of grant-related data to allow for future analysis. This cleaning included de-identifying client information, detecting, and correcting inaccurate data issues, filling in missing information necessary for the completeness of the data, identifying and removing duplicate records, and maintaining other aspects of data integrity.

TPMA contracted with Pennsylvania Department of Labor & Industry and a seven - community college and workforce development board (partnerships) consortium to evaluate a U.S. Department of Labor Workforce Innovation Fund (WIF) grant program to

develop micro-credentials in several industries. TPMA developed customized tools to collect consistent data on program participants across the state. Through regular quality assurance checks of data files, technical assistance, and protocol modifications, more than 90% of participant data (4,000 entries) were matched with state Unemployment Compensation records for the key project outcomes, wage, and employment gains.

TPMA recently completed two large-scale community surveys: a survey of broadband access and public opinion in West Virginia and a resident survey addressing public perceptions and priorities for the City of Carmel, Indiana. The West Virginia broadband survey received over 3,000 responses and the Carmel Community Survey received over 7,000 responses. TPMA cleaned these datasets, including both quantitative and qualitative responses, and conducted descriptive and inferential statistical analyses.

TPMA was hired by Miami Dade College to conduct a supply gap analysis for the MiamiTech Talent Coalition related to top tech-related jobs in Miami-Dade County, Florida. This analysis included integrating data from the U.S. Census (including Post-Secondary Employment Outcomes (PSEO) data), the Bureau of Labor Statistics (BLS), the Integrated Postsecondary Education Data System (IPEDs), and the U.S. Bureau of Economic Analysis (BEA). The data was extracted, cleaned, formatted, and combined across these data sources. The resulting dataset was then used to model anticipated labor shortages and projected employment growth in the region.

Section Number	Clarification Question
6	Please expand on your justification for the number of staff and hours proposed in your proposal.

TPMA carefully reviewed the RFP and all the attachments, as well as the questions and answers published by the state. *Attachment K: Scope of Work* provides a detailed description of the work to be provided as the state seeks to conduct a comprehensive evaluation of OECOSL's programs and initiatives that support childcare capacity and the workforce. While the three primary programs are named, the staff and hours included in our proposal provide the capacity to evaluate any initiatives that do not fall under these three primary programs, and work with the Transform Consulting Group to ensure their assessment of the Employer-Sponsored Child Care Fund Formative Assessment is aligned with our evaluation.

Attachment K also addresses the evaluation of additional programs and initiatives in Section 3.2, paragraph 2, where the scope includes the variable of including the evaluation of additional programs to reflect the changes to initiatives and outcomes of the legislative session.

Section 3.2, paragraph 3, indicates the scope "may include State initiatives focused childcare following: improving childhood education credential training opportunities, increasing the pool of early childhood educators by reducing minimum caregiver ages and allowing qualified individuals in adjacent fields to register as 'substitute educators', examining compensation practices, and expanding eligibility for the On My Way Pre-K and Child Care Development Fund programs that provide access to free or reduced cost child care."

Our staffing model also ensures TPMA can seamlessly deliver the scope of services understanding the different sources and methods of data collection and the work required to ensure that data is high-quality and reliable for use in the evaluations. (Please also see answer to question #2 of this response.)

TPMA proposed a staff and number of hours to ensure we could provide OECOSL with the entire scope of services on time and within budget.
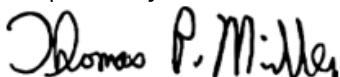
Request for BAFO

TPMA has carefully reviewed the scope of services and cost proposal components of our original response. As stated in the preceding section, our proposed staffing model, hours allocated, and overall fee reflects the level of effort required to ensure we provide program evaluations and recommendations that represent a high value and return on investment for the state.

As a firm, we commit to quality deliverables delivered on time and within budget and do not renegotiate mid-contract or ask our clients for additional money. At this time, we feel our project plan, hours, and fees accurately reflect the scope as presented in the RFP.

If you have any questions about this response, or information related to any of the variables cited in the Scope of Work, please do not hesitate to contact Dr. Hoffmann by email at mhoffman@tpma-inc.com or by telephone at . 812-345-0831. Thank you very much for this opportunity and we look forward to potentially partnering on this exciting project.

Respectfully submitted,

Thomas P. Miller
Founder and Board President