**RFP-25-78986**

**BUSINESS PROPOSAL**

**ATTACHMENT E**

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

***Business Proposal***

* + 1. **General (optional) -** Please introduce or summarize any information the Respondent deems relevant or important to the State’s successful acquisition of the products and/or services requested in this RFP.

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| Established in 1989, TPMA provides consulting services throughout the United States and internationally, working with nonprofit organizations, communities, educational institutions, workforce boards, funders, and local and state governments. TPMA is built on a foundation of experts in the fields of research and evaluation, education, philanthropy, workforce, and economic development. We envision a world that thinks strategically, works collaboratively, and acts sustainably. In keeping with that vision, we empower organizations and communities through strategic partnerships and informed solutions that create positive, sustainable change. This mission drives TPMA to seek out projects that require our abilities to work with multiple stakeholders and facilitate continuous improvement and capacity building within programs.  TPMA is a national leader in evaluation. Our evaluation portfolio includes evaluations for more than 30 programs and initiatives funded by federal, state, and foundation dollars spanning from three-months to multiple-year projects. We have worked with individual program sites and multi-site consortia as well as at the state level and with organizations serving multiple states. Our national evaluation work typically includes logic model and evaluation design, quantitative and qualitative data collection and analysis, reporting, and assessment of program implementation and impact. TPMA’s approach to program evaluation positions us as partners in helping organizations and institutions do their work more effectively. TPMA has a proven track record of working collaboratively with evaluation clients to produce meaningful and actionable results. Our relevant experiences that position us well for working with N-CATT on this project include projects that focus on the following components:   * TRACKING AND EVALUATING PERFORMANCE MEASURES | TPMA is evaluating eight National Resource Centers at Indiana University on their US Dept. of Education Title VI grants. Through these grants, TPMA helped develop appropriate performance measures for all centers’ grant activities and is conducting four-year evaluations to measure the extent to which performance measures are met, as well as collecting formative feedback on key aspects of their programs. * CREATING LOGIC MODELS | Through our work with Serve Indiana and California Volunteers, we have supported more than 30 AmeriCorps programs in refining their logic models and performance measures to best demonstrate their efforts. We have provided extensive training and technical assistance to these programs on how to build better logic models and use them to inform high-quality data collection. * DEVELOPING DATA COLLECTION TOOLS | When evaluating a 14-member consortium implementing a micro-credential program across the Commonwealth of Pennsylvania, TPMA developed quantitative and qualitative data collection tools throughout the evaluation, including common intake forms and customized participant tracking tools, data collection protocols, surveys, facilitation guides, and secure data transfer processes. By utilizing data from several qualitative and quantitative sources, TPMA was able to provide a robust and rigorous evaluation to the consortium members, the Pennsylvania Dept. of Labor and Industry, and their funders at the US Dept. of Labor. * CONDUCTING LARGE-SCALE AND COMPLEX EVALUATIONS | TPMA has conducted more than 20 large-scale, multi-year federally funded evaluation projects in the last five years for the U.S. Dept. of Labor, U.S. Dept. of Education, National Science Foundation, and Corporation for National Community Service. These evaluations have included implementation, outcomes, impact, and cost analyses of complex programs. TPMA is well versed at studying the extent to which each objective of a program is met, and also the extent to which the overall program is effectively accomplishing its goals. * WORKING WITH NONPROFIT ORGANIZATIONS | TPMA has conducted evaluation projects for several nonprofit clients. We understand that, particularly for nonprofit clients, collecting data in a way that is not overly burdensome to program staff is crucial, as many program staff do not have capacity to conduct extensive data collection for an evaluation. We have trained program staff at nonprofits in best practices for collecting programmatic data and have helped to build buy-in for data collection through these trainings. We have worked with numerous AmeriCorps programs, Community Action Agencies, and other nonprofit organizations to help them better demonstrate the work that they are accomplishing and the areas where they can continue to improve their programs. |

* + 1. **Respondent’s Company Structure** - Please include in this section the legal form of the Respondent’s business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

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| Thomas P. Miller & Associates, LLC (TPMA) is a Limited Liability Company (LLC) formed in Indiana. TPMA is a consulting firm that provides research and planning services to public sector, non-profit, and for-profit clients. TPMA’s primary service lines include evaluation and research, economic development, and workforce development projects.  TPMA’s Community Impact Team will take primary responsibility for conducting the services described in this proposal. The Community Impact Team uses its wide variety of subject matter expertise to provide the following services, among others:   * Outcome and Impact Evaluation * Program Design * Implementation Evaluation * Evaluation Capacity Building * Data Analysis and Strategic Initiatives * Impact and Feasibility |

* + 1. **Respondent’s Diversity, Equity and Inclusion Information -** With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents’ Executive Staff and Board Members, if applicable.

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| As a result of purposeful investigation into the long history of policy and institution that have influenced systemic inequities, TPMA established an internal DEI Committee in 2018. The Committee guided organization wide planning and is making steady progress toward related strategic goals created in 2019.    As part of organizational policy TPMA has committed to hiring and nurturing a diverse group of leaders. In addition to internal policy that supports development of a diverse team, TPMA offers services that support organizations in becoming more diverse, equitable, inclusive, and representative of their communities. TPMA designs comprehensive DEI initiatives that optimize processes and build cultures that empower diverse employees and the people they serve. We develop strategic DEI plans, review and revamp organizational policies and programs, facilitate workshops and trainings, and advise organizational leadership on how to increase cultural competence among staff and stakeholders.    TPMA has a set of organizational Strategic Goals related to DEI that are tracked and measured on a quarterly basis. These goals include holding consistent racial equity trainings, conducting an internal and external salary review, formalizing processes to engage a more diverse group of vendors and subcontractors, and emphasizing the hiring and retaining of underrepresented groups at TPMA.    TPMA values participatory approaches to all areas of our work with clients, engaging community members and those affected most by programs to ensure their voices are being heard. To ensure inclusion of diverse populations in all our program work, TPMA uses stakeholder mapping. This process highlights differing levels of influence and impact; it is often individuals and organizations that have low influence that are left out of the process even if they are ones most impacted by decisions. Stakeholder mapping grounds the stakeholder process in an understanding of the inequities and power balance that exists in the community. While this process will identify many underrepresented individuals, TPMA also engages with local organizations to assist with access to more community members. This intermediary support can help leverage connections through existing relationships where credibility, trust and comfort may encourage participation. TPMA has a team of DEI subject matter experts who have worked across the country on projects that involve engagement of diverse populations for planning, and training around DEI practices.    At TPMA, we believe that transparency drives progress. We measure progress toward our DEI related Strategic Goals to ensure activity and movement toward a more inclusive culture both internally and with our clients. While the review of data will not alone spur transformational change, we believe that transparent and honest communication among our staff, colleagues and clients will drive progress. We schedule and conduct purposeful DEI discussion with staff and colleagues to foster deeper understanding of inequities and help encourage the adoption of standards that will become a powerful engine for equity industry wide. |

* + 1. **Company Financial Information** - This section must include documents to demonstrate the Respondent’s financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

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| We have included the audited financial statements from our last two fiscal years as attachments to the Executive Summary. |

* + 1. **Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

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| As indicated in the signed Executive Summary, Thomas P. Miller, Founder and Chairperson of the Board, takes personal responsibility for the correctness of all financial information submitted with this proposal. |

* + 1. **Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.6.

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| As per 2.3.6, TPMA accepts all the mandatory and substantively mandatory contract clauses provided in the sample contract. |

* + 1. **References** - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov). **Attachment H** should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

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| **Customer 1** |  |
| Legal Name of Company or Governmental Entity | Lincoln Trail Area Development District |
| Company Mailing Address | 750 S. Provident Way |
| Company City, State, Zip | Elizabethtown, KY 42701 |
| Company Website Address | Lincoln Trail Area Development District – – established 1968 – (ltadd.org) |
| Contact Person | Daniel London |
| Contact Title | Executive Director |
| Company Telephone Number | 270-769-2393 |
| Company Fax Number | 270-769-2993 |
| Contact E-mail | daniel@ltadd.org |
| Industry of Company | Non- Profit Economic Development |
| **Customer 2** |  |
| Legal Name of Company or Governmental Entity | Ambassador Enterprises |
| Company Mailing Address | 11020 Diebold Rd |
| Company City, State, Zip | Fort Wayne, Indiana 46845 |
| Company Website Address | https://ambassador-enterprises.com/ |
| Contact Person | Sherry Grate |
| Contact Title | Senior Vice President |
| Company Telephone Number | 260-257-1010 |
| Company Fax Number |  |
| Contact E-mail | sherry.grate@ambassador-enterprises.com |
| Industry of Company | Private Equity Firm |
| **Customer 3** |  |
| Legal Name of Company or Governmental Entity | Indiana University Indianapolis, International Affairs |
| Company Mailing Address | Education and Social Work building, Rm. 2126 902 W. New York St. |
| Company City, State, Zip | Indianapolis, IN 46202 |
| Company Website Address | https://international.indianapolis.iu.edu/index.html |
| Contact Person | Hilary Kahn | Lauren Jobe |
| Contact Title | Principle Investigator, Vice Chancellor | Grant Coordinator |
| Company Telephone Number | 317-274-7000 |
| Company Fax Number |  |
| Contact E-mail | hkahn@iu.edu |
| Industry of Company | Higher Education |

**2.3.8** **Registration to do Business** – Per RFP 2.3.8,Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

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| TPMA is currently registered with the secretary of state. Our business identification number is **2002011500043.** In addition, we are a designated “Buy Indiana” business. Our certification number is **6134** and our valid dates are 2/7/2024-2/7/2029. |

* + 1. **Authorizing Document -** Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

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| The Executive Summary/Transmittal Letter is signed by Thomas P. Miller, Founder and Chairperson of the Board of Thomas P. Miller & Associates, LLC.  We have included A Sole Member/Manager Certification and the TPMA LLC Operating agreement as attachments to this Business Proposal. |

* + 1. **Diversity Subcontractor Agreements**

a. Per RFP Section 1.21, Minority & Women’s Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.

b. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

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| We have IVOSB participation, we also have a WBE on our team, and provided their supporting documentation as required by the RFP. We invited three MBEs who listed relevant UNSPSC codes on the Supplier Diversity site, that would be valuable contributions to the scope of the project and none of them responded to our multiple outreach attempts. |

* + 1. **Evidence of Financial Responsibility** – Removed at the request of the agency.

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| N/A |

* + 1. **General Information** - Each Respondent must enter your company’s general information including contact information.

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| **Business Information** |  |
| Legal Name of Company | Thomas P. Miller & Associates, LLC |
| Contact Name | Maureen Hoffmann, PhD |
| Contact Title | Senior Consultant |
| Contact E-mail Address | MHoffmann@tpma-inc.com |
| Company Mailing Address | PO Box 881011, Indianapolis, IN 46208 |
| Company City, State, Zip | 1250 Indiana Avenue, Indianapolis, IN 46202 |
| Company Telephone Number | 317-894-5508 |
| Company Fax Number | 317-894-5370 |
| Company Website Address | https://www.tpma-inc.com/ |
| Federal Tax Identification Number (FTIN) | 30-0025201 |
| Number of Employees (company) | 49 |
| Years of Experience | 35 |
| Number of U.S. Offices | 1 |
| Year Indiana Office Established (if applicable) | 1989 |
| Parent Company (if applicable) | N/A |
| Revenues ($MM, previous year) | $8.041MM |
| Revenues ($MM, 2 years prior) | $6.431MM |
| % Of Revenue from Indiana customers | 40.73% |

* 1. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

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| TPMA does not have a formal disaster recovery plan, however, there is no dependency on any of the systems at the TPMA office required for personal file services to function. Through its data provider, Sondhi Solutions, LLC, TPMA has a data redundancy process in place. At a high level, all email and documents at TPMA are replicated to the Microsoft Office 365 subscription, which provides geographic redundancy among three regional data centers ensuring the risk of data loss is extremely low.  All emails are sent and received through Exchange Online through Office 365. This is a subscription-based cloud model that stores all email files and data in Microsoft data centers located in the North Central region near Chicago, IL. All email data is replicated to three separate data centers in the North Central region. The email service itself is also located in these data centers and replicated within the region. A disaster or extended outage at the TPMA office would not impact the ability to send, receive, or retrieve data from these email servers. There is no dependency on any of the systems at the TPMA office required for email services to function.  All individual document storage is replicated to OneDrive for Business through Office 365. This is a subscription-based cloud model that stores all files in Microsoft data centers located in the North Central region near Chicago, IL. All files are replicated to three separate data centers in the North Central region. A disaster or extended outage at the TPMA office would not impact the ability to access and replicate data to the OneDrive service. There is no dependency on any of the systems at the TPMA office required for personal file services to function.  All group document storage is replicated to SharePoint Online services through Office 365. This is a subscription-based cloud model that stores all files in Microsoft data centers located in the North Central region near Chicago, IL. All group files are replicated to three separate data centers in the North Central region. A disaster or extended outage at the TPMA office would not impact the ability to access and replicate data to the SharePoint online service. |

* 1. What is your company’s technology and process for securing any State information that is maintained within your company?

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| Several organizational resources are available to the TPMA team to conduct the services identified in this proposal. TPMA utilizes individual conference lines for all staff as well as software for virtual meetings, trainings, and webinars. This software will be used to maintain consistent and regular communication with the client as well as with the subcontractors on this project. TPMA also uses SPSS, R, and Excel for data organization and analysis, which will be leveraged for this project as well as SurveyLegend, the survey design and administration software. To ensure secure data transfer, TPMA offers access to Citrix ShareFile (a secure data sharing system) and will develop proper data collection and sharing protocols upon project award.  Ensuring the security of participant information, as well as response data is of utmost importance to the Team.  For the purposes of this project, sensitive information can be described as data that must be protected from unauthorized access to safeguard the privacy or security of an individual or organization. Sensitive information is generally classified in one of three primary categories:   * Personal Information - Sensitive personally identifiable information (PII) is data that can be used to identify an individual and that, if disclosed, could result in harm to that individual. PII may include biometric data, medical information, personally identifiable financial information as well as unique identifiers such as driver license, passport, or Social Security numbers. * Business Information - Sensitive business information includes anything that poses a risk to the organization if made public. Such information may include trade secrets, financial data, supplier, or customer information. * Classified Information - Government bodies may restrict information according to its level of sensitivity (ex: restricted, confidential, secret, and top secret). Information is generally classified to protect security and may be declassified once the risk of harm has passed. |

* + 1. **Experience Serving State Governments -** Please provide a brief description of your company’s experience in serving state governments and/or quasi-governmental accounts.

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| In our home state of Indiana, we have successfully delivered projects to the Indiana Family and Social Services Administration, Indiana State Department of Health, Indiana Department of Education, Indiana Department of Workforce Development, Indiana Economic Development Corporation, Indiana Commission for Higher Education, and the Indiana Office of Defense Development.  Additionally, our portfolio of evaluation work has placed us on the ground in several quasi-government and non-profit organizations across the state to collect data, drive strategies, and develop meaningful action plans to strengthen the communities throughout Indiana.  In addition to our work in Indiana, TPMA has worked with more than fifty state agencies throughout the country. An abbreviated list would include The Governor’s Office of the State of Texas, the Pennsylvania Department of Labor & Industry, West Virginia Department of Economic Development, New Hampshire Office of Workforce Opportunity, Missouri Department of Higher Education and Workforce Development, and the Rhode Island Office of the Postsecondary Commissioner.  An abbreviated list of our evaluation work with state higher education institutions includes Indiana State University, Indiana University School of Global and International Studies, Ivy Tech Community College (IN), Virginia Community College System, University of Central Missouri, Pima Community College (AZ), Cape Cod Community College, Valparaiso University (IN), Mountwest Community and Technical College (WV), and Texas State Technical College. |

* + 1. **Experience Serving Similar Clients -** Please describe your company’s experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

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| TPMA is a national leader in evaluation, covering a wide range of programs, from three-month evaluations of single programs to multi-year, multi-state consortium evaluations. Our team has served as a third-party evaluator for state and federal grants including 16 U.S. Department of Labor (USDOL) grants, 13 U.S. Department of Education (US ED) grants, and 7 National Science Foundation grants, as well as other private foundation grants. Because of the diversity of our evaluation practice, we know what makes evaluations unique, and will not apply a “one-size-fits-all” approach to the potential work with ARC. In our Executive Summary, we mention a number of similar projects including our work providing these services to the DMHA for the last four years. Below, we provide a specific summary of our work providing a similar scope of services.  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 the impact of childcare initiatives on the vitality of local and regional economies.. 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.  EXPERIENCE CONDUCTING EVALUATIONS ACROSS MULTIPLE LOCATIONS | TPMA’s evaluation portfolio includes numerous multi-year, multi-site evaluations of programs and projects funded by federal and state government agencies and foundations. In these city-wide, region-wide, statewide, and multi-state evaluation projects, TPMA identifies and contextualizes conditions, factors, and processes that facilitate or hinder progress, program outcomes and impact, and cross-organizational collaboration. TPMA’s evaluations of multi-site programs focus both on the extent to which individual sites are meeting their objectives, and the ways in which each site is contributing to the overall initiative.  Through projects like the West Virginia Community and Technical College System’s Bridging the Gap US Department of Labor TAACCCT Round 3 evaluation, which was implemented statewide, TPMA has the experience of balancing a wide-ranging program implementation under a single grant. This $25 million consortium grant required the evaluation of programs focusing on energy, manufacturing, information technology, and construction operating at all nine colleges in the system. TPMA conducted both qualitative and quantitative analysis and tracked implementation at each college and across the consortium, as well as employment outcomes for participants. Though these programs were designed to address unique needs in their individual parts of the state, the Evaluation Team kept its focus on the overarching goal of the grant, and how successes across WVCTCS’s nine colleges rolled up into successes for the entire WVCTCS system, and for the TAACCCT program as a whole.  EXPERIENCE PROVIDING EVALUATION AND DATA COLLECTION TRAINING AND TECHNICAL ASSISTANCE | Every evaluation project conducted by TPMA includes technical assistance, as the Evaluation Team seeks to work in partnership with their clients throughout the evaluation project. Additionally, TPMA has conducted projects focused specifically on training and technical assistance on data collection and measurement, evaluation, and using data to demonstrate program impact in reporting. For two years, TPMA worked with Serve Indiana to provide training and technical assistance to a total of 20 AmeriCorps State and National programs. The primary purpose of this project was to help Serve Indiana, and their recipient State and National programs, demonstrate the impact of the AmeriCorps program through accurate logic models and performance measures, and rigorous data collection methods. To ensure staff from all programs had similar foundations, TPMA provided successive large group trainings on identifying the best data collection tools, signs of high-quality data, and how to utilize research and best practices for continuous improvement. One-on-one consultations with program staff were conducted to refine logic models, performance metrics, and evaluation plans. TPMA also assisted in identifying new and refined methods for collecting the necessary data. Additionally, TPMA provided similar large-group and individual training for AmeriCorps programs in California through a contract with California Volunteers, and TPMA developed a web-based training series for America’s Service Commission and the State Service Commission across the country on high-quality data collection and reporting of data.  DEVELOPMENT OF, AND TRAINING ON BEST USES OF, DATA COLLECTION TOOLS | TPMA was hired as the primary evaluator for the Pennsylvania Dept. of Labor and Industry’s Workforce Innovation Fund (WIF) grant. The grant included a fourteen-member consortium of community colleges and workforce development boards that implemented a micro-credential program. The project worked to develop micro-credentials in a number of industries to afford underserved populations the opportunity to obtain certifications. Since each partner institution collected data in different systems, TPMA developed customized tools to collect consistent data on program participants across the state. To ensure fidelity of the data, TPMA produced a data dictionary, trained all partnerships, conducted file reviews, and provided technical assistance for data collection. As the consortium developed and refined their innovative programming, TPMA revised and updated the data collection tools. 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.  Additionally, TPMA recently worked with Project Conserve, an environmental AmeriCorps program in North Carolina, to revise existing data collection tools and create new data collection tools to allow them to better measure program performance. TPMA reviewed existing tools and discussed program data collection goals and capabilities with program staff to develop effective, customized tools for program improvement. TPMA developed new standardized surveys for the Project Conserve educational efforts, focused around three key education topics. Previously, the AmeriCorps members had developed survey questions on a session-by-session basis. Additionally, TPMA and Project Conserve developed a new rating scale to consistently assess progress in environmental conservation work across project sites. TPMA piloted and revised the tools and data reporting structure based on member and staff feedback. TPMA created online tracking tools utilizing publicly available platforms to streamline data collection and analysis processes, including a summary dashboard which automatically updated as new data was reported by members. This informed program improvement by allowing program staff to track progress toward program goals. TPMA also provided training for the AmeriCorps members and staff on the new and revised data collection tools.  Experience Conducting Fidelity-focused Evaluations  In the majority of our grant program evaluations, TPMA focuses on both the implementation of the program and the extent to which the program implementation is aligned to the program model outlined in the grant. By focusing on fidelity to the model, the evaluation can identify “how and why” changes to the model occur, and the extent to which those changes in implementation may affect program outcomes.  For example, TPMA conducted a four-year evaluation of IPS’ Counseling initiative, focused on district wide reports targeted at improving students social and emotional supports and ultimately, academic success. Through their grant from the Lilly Endowment, IPS implemented social/emotional curriculum in all elementary schools, and created new physical spaces, Future Centers, in each of the high schools to support post-secondary success for students. TPMA conducted both qualitative and quantitative data from students, teachers, building leaders, and district staff involved in the initiative. The social/emotional curriculum was implemented in diverse ways in different buildings throughout the district, and the Future Centers in each high school each adopted their own unique programming based on the needs of their students, and the partners who are supporting the efforts. TPMA tracked the implementation of the grant initiative, as outlined in the grant narrative, and the ways in which the initiatives were utilized across the district.  Likewise, TPMA recently completed an evaluation of the Training for Manufactured Construction (TRAMCON) Consortium’s TAACCCT grant, which was implemented at a consortium of four community colleges across the state of Florida (Miami Dade College, Polk State College, Santa Fe College, Seminole State College). The TRAMCON program was designed to provide participants with a foundation of skills in the manufactured construction industry to increase participant wages and employment outcomes. Grant staff at each college modified the curriculum and program structure to best meet local needs, which required TPMA to track how the program model was implemented, noting where and when changes to the program model occurred at each college, while also evaluating the consortium-level efforts.  EXPERIENCE WORKING WITH FSSA PROGRAMS | As you are likely aware, TPMA worked closely with FSSA providing this exact scope of services for the past four years. TPMA previously worked closely with First Steps and FSSA through the evaluation of the Early Childhood Comprehensive Systems (ECCS) grant.  Both of our subcontractors, Bingle Research Group and Montrell Partnerships, LLC were also subcontractors for this work with TPMA for the last four years. Our team will not require any “ramp up” time which will ultimately benefit the Division, saving both time and resources.  Additionally, Bingle Research Group, worked with FSSA on numerous other occasions, including conducting a survey of Indianapolis residents about Comprehensive Addiction Recovery (Central Region) needs, and they also evaluated school mental health and SUD programs in schools in 10 counties in Indiana as part of DMHA’s School Social Services Program. |

**2.3.15 Indiana Preferences - Removed pursuant to Geographical Preference Federal Requirement**

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| N/A |

**2.3.16Payment – Removed at the request of the agency.**

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| N/A |

**2.3.17Extending Pricing to Other Governmental Bodies** – Indicate your willingness to extend prices of awarded products and/or services to other governmental bodies per RFP section 2.3.17.

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| TPMA is willing to extend these prices and services to other governmental bodies. |