



Evaluation, Performance
Measurement, Research

Social Dynamics, LLC

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**Contract Number: GS-10F-0052T
Schedule Number: 874 (MOBS)
SIN Numbers: 874-1, 874-3, 974-4**

1. LABOR CATEGORIES

- 1. Project Director or Principle Investigator;**
- 2. Project Manager/Senior Research Associate;**
- 3. Sr. Management Consultant;**
- 4. Management Consultant;**
- 5. Research Associate II;**
- 6. Research Associate I;**
- 7. Research Assistant;**
- 8. Website Developer;**
- 9. Senior Database Developer;**
- 10. Database Developer.**

2. LABOR CATEGORY DESCRIPTIONS

2.1 Project Director or Principle Investigator

Provides executive-level consulting services to internal and external clients. Manages the operational and administrative functions of research, evaluation and performance measurement studies.

Essential duties and responsibilities include:

- establishing and maintaining professional relationships with internal and external clients;
- preparing administrative and fiscal reports;
- providing daily supervision to the staff; and
- providing management and business strategies to assure appropriate business growth and production;
- overseeing project design and development;
- managing fiscal aspects of projects

Education and/or Experience

PhD. in social sciences, including Sociology, Economics, Psychology, Public Administration, Business Administration, Organizational Development or a related field, plus ten years of progressively responsible experience to include five years of administrative supervisory experience. Or a Masters Degree in social sciences of or a related field, plus fifteen years of progressively responsible experience to include five years of administrative supervisory experience.

2.2 Project Manager/Senior Research Associate

Provides executive management services to projects, internal and external clients.

Essential duties and responsibilities include the following:

- Manages all aspects of assigned projects to include the development of project plans, staffing requirements, budgets and deliverables and client relations strategies.
- Provides Project Leadership and Project Management for internal and external projects and contracts.
- Develops project plans specifying goals, strategy, staffing, scheduling, identification of risks, contingency plans and allocation of available resources.
- Formulates and defines technical scope and objectives of projects.
- Identifies and schedules project deliverables, milestones and required tasks.
- Coordinates recruitment and assignment of project personnel.
- Assigns duties, responsibilities and scope of authority to project personnel.
- Directs and coordinates activities of project personnel to ensure project progresses on schedule and within budget.
- Establishes standards and procedures for project reporting and documentation.
- Reviews status reports prepared by project personnel and modifies schedules and plans as required.
- Prepares project status reports and keeps management, clients and others informed of project status and related issues.
- Confers with project personnel to provide technical advice and resolve problems.
- Coordinates and responds to requests for changes from original specifications.
- Monitors project results against technical specifications.
- Monitors performance of programs after implementation.

Education and/or Experience

Ph.D. in social sciences, plus five years of administrative and/or executive level experience, including two years of supervisory experience. Or a Masters Degree in social sciences and seven years of administrative and/or executive level experience, including three years of supervisory experience.

2.3 Sr. Management Consultant

Provides executive level consulting services in the areas of strategic planning, facilitation, consulting and organizational structuring.

Essential duties and responsibilities include the following:

- Consulting in organizational strategies including critical organization analyses, development of action plans and technical and operations solutions for organization change.
- Project Leadership and Project Management.
- Prepares proposals and estimates resources required in response to client requests.
- Develops strategic and action plans.
- Develops performance audits and evaluations.

- Develops survey designs.
- Analyzes quantitative and qualitative survey data.
- Prepares and presents reports and project deliverables for client contracts.
- Utilizes commercial and specialized software packages.

Education and/or Experience

Ph.D. in social science, business or related field. Ten years of progressively responsible experience in management consulting, to include five years of supervisory and/or administrative experience.

2.4 Management Consultant

Provides mid-level consulting services in the areas of strategic planning, facilitation, consulting and organizational structuring.

Essential duties and responsibilities include the following:

- Assists in consulting in organizational strategies including critical organization analyses, development of action plans and technical and operations solutions for organization change.
- Projects Project Leadership and Project Management.
- Assists in the preparation of proposals and estimates resources required in response to client requests.
- Assists in the development of strategic and action plans.
- Develops performance audits and evaluations.
- Develops survey designs.
- Analyzes quantitative and qualitative survey data.
- Prepares and presents reports and project deliverables for client contracts.
- Utilizes commercial and specialized software packages.

Education and/or Experience

Masters Degree in social science, business or related field. Five years of progressively responsible experience in management consulting, to include five years of supervisory and/or administrative experience.

2.5 Research Associate II

Provides management services to projects, internal and external clients. Supports efforts of Project Director and/or Project Manager/Senior Research Associate in the development of high quality research products on behalf of clients. Develops in depth familiarity with matters related to data including availability, quality and applications.

Essential duties and responsibilities include the following:

- Coordinates assigned project activities to include administrative and project related functions.
- Provides leadership in data collection and data analysis, as well as project design activities.
- Assists in developing project plans specifying goals, strategy, staffing, scheduling, identification of risks, contingency plans and allocation of available resources.
- Helps formulate and define technical scope and objectives of projects.
- Identifies and schedules project deliverables, milestones and required tasks.
- Assists in the management of recruitment and assignment of project personnel.
- Assigns duties, responsibilities and scope of authority to Research Assistant and entry level personnel.
- Directs and coordinates activities of project personnel to ensure project progresses on schedule and within budget.
- Assists in establishing standards and procedures for project reporting and documentation.
- Reviews status reports prepared by project personnel and modifies schedules and plans as required.
- Prepares project status reports and keeps management, clients and others informed of project status and related issues.
- Confers with project personnel to provide technical advice and resolve problems.
- Responds to requests for changes from original specifications.
- Assists in monitorin project results against technical specifications.
- Monitors performance of programs after implementation.

Education and/or Experience

Masters Degree in social sciences plus three years of management.

2.6 Research Associate I

Supports efforts of Project Director, Research Associate II and/or Project Manager/Senior Research Associate in the development of high quality research products on behalf of clients. Develops familiarity with matters related to data including availability, quality and applications. Helps support the efforts of supervisors in the development of proposals targeted towards potential clients. Works closely with research assistants and interns, sometimes in a supervisory capacity to support the production of high quality reports, presentations and publications.

Essential duties and responsibilities include the following:

- Performs research on behalf of clients and staff.
- Works with research assistants, sometimes in a supervisory capacity, to develop high-quality research on behalf of clients.
- Acts as data manager, with knowledge of data availability, quality and application and frequency of updates.

- Uses statistical software to locate data and supply formatted data to staff.
- Contributes on occasion to the writing of client reports and publications.

Education and/or Experience

A Bachelor Degree in social science or related field is required and one year or related experience.

2.7 Research Assistant

Supports efforts of Project Directors, Project Managers, Research Associate II, Research Associate I in developing high quality research products on behalf of clients. Helps support efforts of supervisors in the development of proposals targeted toward potential clients. Works closely with interns, sometimes in a supervisory capacity, to support the production of high quality reports, presentations and publications.

Essential duties and responsibilities include:

- Supports efforts upper level staff in developing high quality research products to clients.
- Helps support efforts of supervisors in the development of proposals targeted toward potential clients.
- Works closely with student interns, sometimes in a supervisory capacity, to support the production of high quality reports, presentations and publications.
- Uses statistical software to locate data and supply formatted data to staff.

Education and/or Experience

A Bachelor's Degree is required.

2.8 Website Developer

Builds software applications such as web-enabled survey systems to provide the technical architecture of Web sites or Web-based software products.

Essential duties and responsibilities include the following:

- Gathers feedback from design and technical staff on Web site development needs.
- Builds user interface applications and back-end databases using various programming and scripting languages.
- Authors complex Web pages.
- Assists in project planning and Web site design.
- Creates prototypes and functional specifications for software projects.
- Creates technical methodologies for engineering solutions to Web-based development problems.

- Determines new Web technologies to utilize, such as browsers, languages, and plug-ins, based on company's needs.
- Makes suggestions on creating Web-based technical standards for specific Web sites and company as a whole.

Education and/or Experience

A minimum of a Bachelors Degree in Information Technology and two years of experience performing web development. Experience may be substituted on a year-for-year-basis for the educational requirement.

Programming Languages and Database

HTML, DHTML, ASP Visual Basic/ASP.NET, SQL, Additional experience may include Oracle, SQL Server, Macromedia Shockwave, Macromedia Flash

Platforms and Communication

Windows NT, Windows 95, UNIX, TCP/IP, Microsoft Terminal Server

2.9 Senior Database Developer

Supervisory responsibility for the development of complex database systems.

Requires a Bachelor's degree with 10 years experience of which a minimum of 4 years must be specialized in database development and administration.

Programming Languages and Database

HTML, DHTML, ASP Visual Basic/ASP.NET, SQL, Additional experience may include Oracle, SQL Server, Macromedia Shockwave, Macromedia Flash

Platforms and Communication

Windows NT, Windows 95, UNIX, TCP/IP, Microsoft Terminal Server

2.10 Database Developer

Mid-level responsibility for the development of complex database systems. Requires a Bachelor's degree with five years of experience.

Programming Languages and Database

HTML, DHTML, ASP Visual Basic/ASP.NET, SQL, Additional experience may include Oracle, SQL Server, Macromedia Shockwave, Macromedia Flash

Platforms and Communication

Windows NT, Windows 95, UNIX, TCP/IP, Microsoft Terminal Server

3. PRICE LIST

Commercial Labor Category	GSA (Loaded) Hourly Rates	GSA Discount
Principle Investigator/Project	\$ 145.52	6.60%
Senior Research Associate	\$ 116.60	5.28%
Sr. Management Consultant	\$ 116.60	5.28%
Sr. Database Developer	\$ 116.60	5.28%
Management Consultant	\$ 89.30	3.25%
Research Associate II	\$ 89.30	3.25%
Research Associate I	\$ 81.00	3.25%
Database Developer	\$ 81.00	3.25%
Website Developer	\$ 82.90	3.25%
Administrative Assistant	\$ 52.67	3.40%
Research Assistant	\$ 67.10	4.15%
Commercial Training Courses	GSA Proposed Course Price	GSA Discount off of Commercial price
Course Title	123.50	8.80%
Evaluation, Logic Models and the Counterfactual	per person up to 100	

Labor Categories	Base Year	Year 2	Year 3	Year 4	Year 5
Principal Investigator/Project Director	\$145.52	\$150.61	\$155.88	\$161.34	\$166.99
Senior Research Associate	\$116.60	\$120.68	\$124.90	\$129.28	\$133.80
Sr. Management Consultant	\$116.60	\$120.68	\$124.90	\$129.28	\$133.80
Sr. Database Developer	\$116.60	\$120.68	\$124.90	\$129.28	\$133.80
Management Consultant	\$89.30	\$92.43	\$96.65	\$100.03	\$103.53
Research Associate II	\$89.30	\$92.43	\$96.65	\$99.01	\$102.47
Research Associate I	\$81.00	\$83.84	\$86.77	\$89.81	\$92.95
Database Developer	\$81.00	\$83.84	\$86.77	\$89.81	\$92.95
Website Developer	\$82.90	\$85.80	\$88.80	\$91.91	\$91.15
Administrative Assistant	\$52.67	\$54.51	\$56.42	\$58.40	\$60.44
Research Assistant	\$67.10	\$69.45	\$71.88	\$74.39	\$77.00

4. SIN DESCRIPTIONS

SIN 874-1: CONSULTING SERVICES

Social Dynamics, LLC is well positioned to provide the government with consulting services, as they related to strategic planning; high performance work; systems alignment; leadership systems; organizational assessments; performance measures and indicators; program audits, evaluations, and customized training. Our senior staff members have traveled internationally and throughout the United States providing support to government agencies on education, health, welfare, youth and mental health services and have conducted program audits, grantee reviews and presentations to large audiences comprised of federal government administrators. Social Dynamics, LLC approaches each consulting opportunity with enthusiasm and a keen interest in the needs, goals and objectives of the client. We routinely conduct evaluability assessments to determine the approaches and methodological tools needed to help our clients improve systems, policies and procedures. We occasionally employ the Delphi Method when collecting information from large groups to develop consensus on key issues and needs. When called upon to assist in strategic planning, we utilize a systemic goals-based model that includes a system-wide needs assessment, identification of goals and short-term objectives, and a logic model (see below) that illustrates a client organization's business processes. Social Dynamics, LLC has been called upon to speak at federal government regional conferences on performance measurement and evaluation and regularly attends special interest conferences as invited speakers and/or meeting facilitators.

Three Project Specific Examples

1. Michigan Family Independence Agency Strategic Planning and Evaluation Design

In October 2005, the Michigan Family Independence Agency (MI FIA) contracted with Social Dynamics, LLC to provide strategic planning designed to create program specific outcomes, performance measurements and logic models (theory of change tools), as well as a comprehensive evaluation design plan for the state's child care expulsion prevention project. The purposes of this task were to a) seek funding from a third-party for a state-wide evaluation of an innovative child care expulsion prevention project, b) measure the efficacy and implementation of the project in twelve sites across the state; c) design and implement an ongoing evaluation system that could readily identify strengths and areas in need of improvement; d) prepare comprehensive reports about the program that can be shared with key decisions makers; e) replicate the program in other parts of the state and in other states.

2. Design and Planning for the Literacy, Learning and Life Project

Social Dynamics, LLC senior consultants are often hired by agencies interested in facilitating discussion groups within their organization in order to identify outcomes, benchmarks, evaluation designs and methods that would be appropriate for evaluating their programs. In 2004, Social Dynamics, LLC was hired by Zero to Three: National Center for Infants, Toddlers and Families to meet with their executive team managing a

new Department of Education funded project called Literacy, Learning and Life Professional Development Project to provide assistance in the development of a cost-effective evaluation. Prior to hiring Social Dynamics, LLC, Zero to Three had considerable difficulty designing a rigorous evaluation for their grant that met the standards of the Department of Education. They submitted three different evaluation designs before hiring Social Dynamics, LLC. In November 2004, Social Dynamics, LLC met with Zero to Three program administrators. We arranged three discussion groups for employees of Zero to Three and walked program administrators through a process of designing logic models, data collection instruments, reviewing potential data collection instruments for the impact evaluation and selecting analytical approaches. Based on the information collected during these meetings, Social Dynamics, LLC prepared a comprehensive evaluation design document that ultimately met the approval of the Department of Education and guided the actual evaluation of the project for the next twenty-six months.

3. Sample Design for the Montgomery County DHHS Consumer Mental Health Survey

Social Dynamics, LLC was hired to conduct the analytical phase of the Consumer Mental Health Survey. However, prior to the design and implementation of the survey, we were hired to design the sampling process through which the county and the prime contractor would select respondents to complete the survey. Dr. Klayman of Social Dynamics, LLC prepared a memo (excerpted below) to advise the government and prime contractor as to the appropriate sample size for this survey. Ultimately, the sampling plan provided by Social Dynamics, LLC was used to field the survey and a county-wide study of attitudes of mental health consumers was conducted, which was generalizable to the entire county public mental health consumer population.

Excerpt from Memo on Sample Size Issues

In continuing the process of preparing for the administration of the adult mental health consumer satisfaction survey in Montgomery County, and in light of the experience of other surveys, it was deemed necessary to review the sample size which was being sought for this survey. There are important practical and theoretical reasons for this review. Given the pattern of service utilization within the Public Mental Health System, it is known that many individuals come in for a very small number of visits each year. Given the current survey methodology, it is most unlikely that such individuals will be included in the population which will be reached. This in fact also limits the number of people who are likely to be available to be surveyed on a given day at a given program. Practically, it is unlikely that a sample size of 500 would be reached if each of the major non-hospital service providers in Montgomery County were surveyed on a single day. The resources available to this effort, therefore, will probably not allow reaching 500 individuals. On the other hand, given that many individuals come in for only a small number of visits, an analysis of utilization by number of services reimbursed will allow for the determination of a sample size with a very small margin of error as indicated below.

To examine these issues, an analysis of individuals served in the county during fiscal year 2004 was prepared. (Note that this analysis was based upon claims paid by Maryland Health Partners only; no claims processed after October 1, 2004 were included in this analysis. However, for the purposes of this effort, and given the relative completeness of that data set, it was appropriate for this analysis.) That analysis shows that during that year, 6,625 individuals were served in Montgomery County. Of these, 2,757 were children or adolescents. Therefore, 3,868 were adults who will be eligible to participate in this survey.

Within the Public Mental Health System, a large number of consumers come for very few visits. This analysis revealed that more than 25% (1,054) of the adults served had six visits or fewer during the year; 42% (1,639) had 12 services or fewer during the year, or one service a month; 57% (2,221) had 24 or fewer services, and nearly 75% (2,883) had 48 services in a year, or about a service a week. Fewer than 1,000 individuals had as many as one service per week. About 300 individuals received 365 services or more during the year, but some of these visits occurred off site and hospital services are included in this count.

The frequency of visits obviously has a serious impact on the number of individuals who can be reached for the survey. Only a miniscule number of the cohort of individuals who come in fewer than 6 times during the year can be reached. This would reduce the population base to about 2,800 individuals. Confidence intervals were recalculated based on the number of individuals who would be likely to participate. In order to achieve a reasonable level of confidence (95%) for plus and minus .04, it will be necessary to survey a sample of 425 individuals.

Social Dynamics, LLC therefore proposes that the expected sample size for the current project be reduced from 500 to 425. While this is a theoretical ideal, it may be necessary to revise this number again as the results from each day of survey administration are received and response rates and individuals participating is analyzed.

SIN 874-3: SURVEY SERVICES

Social Dynamics, LLC provides state-of-the-art survey services, administration and analysis. Social Dynamics, LLC offers the complete life-cycle of survey studies from problem definition and planning, identification of key research questions, instrumentation development, through statistical analysis, data presentation and final recommendations. In the health care field, we design patient/consumer satisfaction surveys that help our clients understand the needs of their consumer population. We often use key driver analyses to identify causal and associative links between consumer characteristics and health care services and outcomes. In the fields of child welfare, early childhood education and child care, we conduct surveys that provide our clients with up-to-date estimates of the size and characteristics of their target populations, geo-spatial analyses that identify high-risk communities and the service needs of at-risk populations. In the education field we evaluate the implementation of school reform efforts by surveying multiple respondent categories including superintendents, early childhood education supervisors, program directors, teachers and parents. In the area of program evaluation,

we use telephone, mail surveys and in-person interviews to evaluate program outcomes, measure program effectiveness and identify process indicators, including program inputs/resources versus program outputs/outcomes. Our procedures include pilot-testing and pre-test reliability analyses using various methods, including retest, alternative-form, split-halves and measurements of internal consistency. A detailed assessment of validity is included in the pilot-test procedures.

Finally, we cover the complete life-cycle of the survey process. At Social Dynamics, LLC, we believe that client expectations and objectives drive the survey process. Therefore, our senior staff members work closely with clients and related stakeholders to identify key research questions and project objectives in order to ensure that survey questionnaires and their administration are focused, concise, cost-effective and accurately reflect the information required for our clients to make important decisions. In addition, we have considerable experience developing OMB packages and routinely work with our clients to meet all OMB requirements. Social Dynamics, LLC surveys are administered through a variety of means. We develop web-based, password protected survey applications that respondents complete on-line. For CATI surveys we design customized database and data entry applications that our trained interviewers use to contact respondents, complete survey questionnaires, evaluate non-responses, refusals and follow-up contacts. Our mail survey response rates are exceptionally high. We use formal automated, telephone and mail follow-up procedures and a 1-800 technical assistance hotline for respondents who require additional clarification of instructions and/or survey questions. Small incentives/gifts are often used to reward respondents for completing a survey.

Analysis and presentation of data includes a comprehensive data quality protocol that measures the quality of survey data (see figure below). The protocol includes edit, range and internal consistency checks. It also uses statistical procedures to evaluate the shape of the distribution of selected-key data elements to ensure normality for application in linear statistical analyses. Our approach to statistical analysis is closely aligned with the goals and objectives of the survey as defined by the client and related stakeholders. Basic descriptive analyses are used to describe respondent and/or program characteristics. Multivariate statistical analyses are used to identify causal and associative relationships which link respondent and/or program characteristics to programmatic or policy related outcomes. Social Dynamics, LLC also presents briefings to a wide-range of audiences including program administrators, federal officials, legislators and target populations, informing each of relevant findings and recommendations designed to improve policies and programs. Briefings are facilitated by senior staff members and include professionally prepared graphical and tabular illustrations of findings.

Three project specific examples follow.

1. Montgomery County DHHS Mental Health Consumer Study

Social Dynamics, LLC proposes to design and implement a self-administered survey that will be coordinated by paid consumer staff at service provider locations. Social Dynamics, LLC will develop a partnership with On Our Own of Maryland (OOOMD) in this process. Social Dynamics, LLC proposes to use consumers to distribute and collect forms and provide assistance to respondents because they are not only knowledgeable about county mental health services, but also sensitive to the target population and well

known among service recipients. Consumers will be located in each of the service providing agencies during the hours of operation to recruit and provide technical assistance to survey respondents. Social Dynamics, LLC will employ a systematic sampling strategy to ensure that an appropriate number of respondents representing each type of service provider completes the survey. Data collectors will be trained on the administration of the survey as well as the meaning of questions and instructions on how the survey is to be completed by respondents. Respondents will receive a *Target* gift card worth \$10.00 for completing the survey. Once surveys are completed, they will be sent by data collection staff via certified mail to Social Dynamics, LLC for data entry and analysis.

The final sample will be $n = 500$. The systematic sampling procedure will ensure that a representative number of respondents from each service provider are included in the sample, based on the service type's proportional representation in the population of providers. Table 1 presents hypothetical sample characteristics assuming a standard deviation of 1.2 and a .05 probability level. Statistical power will be adequate for the aggregate sample of $n = 500$ (96.1%), as well as provider categories of $n = 150$ (98.2%) and $n = 100$ (91.0%). However, over sampling may be necessary to improve the statistical power for smaller provider categories of $n = 50$ (63.7%) if such analyses are requested. In order to over sample certain provider categories, Social Dynamics, LLC could under sample heavily represented providers by approximately 5%, thus adding cases to provider categories that are under represented. This approach would improve the overall reliability of the sample and meet the requirement of an $n = 500$ aggregate sample. If "type of service provider" analyses are not required, over-sampling is not necessary. We plan to determine the sampling needs of the consumer survey during initial meetings with representatives of Montgomery County."

2. National Infant and Toddler Child Care Initiative

There were two components to this evaluation: 1) impact evaluation and 2) process evaluation. The impact evaluation employed a survey that was completed on a quarterly basis by each of the twenty states participating in the project. This survey provided information on the overall effectiveness of Initiative activities including technical assistance, information dissemination, organizational development and change, and policy redesign and implementation. The impact evaluation determined the extent to which Initiative activities, implemented at the National and state levels, improved the capacity of child care systems.

Another survey was fielded to collect information on the development and implementation of Initiative staff and state teams, how they functioned, their roles and responsibilities, goals and objectives, accomplishments, challenges, key personnel characteristics, and overall effectiveness in achieving project goals and objectives. The process evaluation answered the following questions: Has the program been implemented according to the logic model and program design? Is it being administered consistently and in accordance with program specifications? What activities, projects, tasks, materials and events have been completed by Initiative staff and state teams?

Both surveys were distributed quarterly and were completed by designated Initiative staff and State Evaluation Liaisons. The surveys collected information on the challenges to program implementation, and national and state level efforts to improve the capacity of child care systems. Due to the complex nature of the data submitted by the twenty states, Social Dynamics, LLC utilized text analysis software to analyze the data, identify key themes and explore and present best practices.

3. Wolf Trap Fairfax Pages Program Evaluation

The purpose of this evaluation was to establish a system to measure the effectiveness and quality of the *Fairfax Pages Program (FPP)*. The evaluation design included both impact and process evaluation methods. The *impact* evaluation was designed to assess whether the program resulted in improvements in participating teachers' classroom environments as well as the outcomes of children participating in participants' classrooms based on the Early Language and Literacy Classroom Observation (ELLCO) and Child Observation Record (COR), respectively. The process evaluation was designed to gather information about the factors surrounding the implementation of the program, including innovative approaches used by participating teachers and teaching artists and any problems that may have impeded successful implementation. Process evaluation findings were used to measure the quality of the implementation of the intervention and variation in program outcomes using data collected through teaching artists and teacher surveys, classroom observations, and to explain causal and associative relationships in multivariate analyses of program impact. The process evaluation included classroom environmental assessments conducted at the beginning and end of the fourteen week residency period using the Early Language and Literacy Classroom Observation, which includes a Literacy Environment Checklist, Classroom Observation Teacher Interview and a Literacy Activities Rating Scale.

SIN 874-4: TRAINING SERVICES

Social Dynamics, LLC employs experts in statistical analysis and application of statistical models to business and program forecasting, quality control mechanisms, strategic planning, benchmarking, performance measurement, social research and program evaluation. As a result of our expertise in these areas, we have been called upon to provide training to a range of clients to support their organizational improvement initiatives. Our training on program evaluation and statistical analysis entitled "Evaluation, Logic Models and the Counterfactual: An Administrator's Guide to Empirical Program Evaluation" was presented at four federal government conferences in 2005. Our senior staff members have also conducted training sessions for grantees on government required accountability procedures and the use of information technology for data collection and analysis. Social Dynamics, LLC training sessions have been attended by groups ranging in size from ten to seventy. All training courses include handouts, all location logistics and planning and equipment.

1. ACYF Trainings

In 2005, Dr. Klayman presented Evaluation, Logic Models and the Counterfactual: An Agency Administrators Guide to Program Evaluation. This comprehensive training program covers evaluation terminology, design, theory of change, pricing evaluations, coordinating design meetings, implementation, selecting an evaluation vendor and communicating with external evaluations. The 2005 schedule included four training sessions for the United States Department of Health and Human Services' regional meetings.

2. Child Care Bureau State Administrator's Meeting Training

In 2004, Dr. Klayman provided a condensed training session for the Child Care Bureau's State Administrators Conference in Washington, DC. The training documentation entitled: A Summary of Evaluation Methods, included study design, challenges to implementation and preparation of outcomes and logic models.

3. Pennsylvania Department of Early Childhood and the Pennsylvania Child Care Association Trainings

In 2005, Dr. Klayman also presented a hands-on training session entitled Evaluation for Agency Administrators. This comprehensive training program, which was presented two times at the conference, covers evaluation terminology, design, pricing evaluations, implementation and selecting an evaluation vendor.