

RFQ No.: BEP08062
MPR Reference No.: 9193

MATHEMATICA
Policy Research, Inc.

**A Proposal for
Conducting the UI
Independent Verification
and Validation of the
State of West Virginia**

*Bid Opening Date: November 27, 2007
Bid Opening Time: 1:30 PM*

ORIGINAL

This proposal contains proprietary data which may be used only for evaluation and award purposes.

Submitted to:

State of West Virginia
Department of Administration
Purchasing Division
Building 15
2019 Washington Street, East
Charleston, WV 25305-0130

Attention: John Abbott

Submitted by:

Mathematica Policy Research, Inc.
600 Maryland Ave., SW, Suite 550
Washington, DC 20024-2512
Telephone: (202) 484-9220
Facsimile: (202) 863-1763

MATHEMATICA
Policy Research, Inc.

Daniel Kasprzyk
Vice President

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(202) 264-3482

November 27, 2007

Mr. John Abbott
Department of Administration
Purchasing Division
Building 15
2019 Washington Street, East
Charleston, WV 25305-0130

RE: RFQ No.BEP08062—Validation Services

Dear Mr. Abbott:

Mathematica Policy Research, Inc. (MPR) is pleased to submit the enclosed proposal to provide an independent verification of the extent to which Workforce West Virginia's unemployment insurance data validation extract files meet federal requirements. The completed quotation form is included in Chapter II of the proposal.

Our project team is exceptionally well qualified to provide the independent verification and validation services required by the proposed project. Specifically, Dr. William Borden, Ms. Grace Farrell Roemer, Ms. Gail Eulenstein, Mr. Brandon Kyler, Mr. Kevin Conway, Ms. Amy Wodarek O'Reilly, Mr. Michael Kerachsky, and Ms. Robbi Ruben-Urm have more than 70 years of combined experience in UI operations, reporting, and data validation.

If you have any questions about the proposal, please call Pamela L. Tapscott, Vice President of Contract Operations, at (202) 484-3294 or email her at rfpcenter@mathematica-mpr.com.

We look forward to working with you on this important project.

Sincerely,



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I. TECHNICAL PROPOSAL

Workforce West Virginia (WWV) has received supplemental funding from the U.S. Department of Labor (DOL), Employment and Training Administration (ETA) to obtain an independent verification of the extent to which WWV's Unemployment Insurance (UI) Data Validation (DV) extract files meet ETA requirements. Mathematica Policy Research, Inc. (MPR) is uniquely qualified to provide WWV with data validation technical assistance and the required independent verification. For the past 14 years, MPR has worked closely with ETA as its primary contractor on the development and implementation of the UI DV methodology. As part of this effort, MPR has provided training and technical assistance to states and territories, both on-site and remotely, on UI validation and reporting. MPR's proposed project team has more than 70 years' combined experience in UI operations, reporting, and validation.

A. INDEPENDENT VERIFICATION REVIEW

MPR designed the UI DV methodology and software and has developed a comprehensive methodology for performing an independent verification of each state's UI validation procedures. For this project, MPR will perform the following tasks to provide WWV an independent verification of its validation system, and to provide technical assistance to WWV validation staff:

1. Review WWV's reporting and validation systems and data sources for validated benefits and employer contributions data. This will facilitate the verification of UI DV extract files.
2. Examine WWV's state-specific validation instructions (Module 3) for benefits and employer contributions to ensure that both validation staff and programming staff reference the same appropriate data elements and sources. For example, we will review the cause of overpayment issue codes in Step 34 of Module 3 to determine if they match the instructions provided to the benefit payment control staff.

3. Analyze WWV's completed validation population files for benefits and employer contributions to ensure that they match the Module 3 specifications and DOL edit and file format specifications. For example, we will conduct a frequency analysis of non-monetary issue codes present in the benefits population 5 file to determine whether they match the issue codes in Module 3. This will include reviewing the files for errors against the latest specifications developed for the new UI Sun-based data validation software.
4. Compare WWV's benefits and employer contributions databases with its extract files to ensure that all reportable records were included in the validation population files. MPR will work with WWV programmers to query the state's databases for independently derived counts to compare with the validation counts.
5. Perform data element validation for a sample of records from each validation file to determine the extent to which the data elements in the sampled records adhere to federal definitions and are valid according to identified definitive sources for each element.
6. Support WWV staff by providing training and technical assistance in identifying and correcting issues and errors detected throughout the review process.

These tasks will be conducted on-site in Charleston, West Virginia, as well as in MPR offices.

B. SUMMARY OF FINDINGS

Throughout the review process, MPR will provide verification of (1) which validation extract files are certified as accurate, (2) which files could not be certified as accurate, and (3) the specific errors that must be resolved before the files can be certified. MPR will utilize an error tolerance in its criteria for certification and will provide detailed diagnostic information to help WWV correct the errors. Undergoing this review process will also benefit WWV as it prepares for and completes data validation, which is required by ETA and due by May 2008. For example, by the end of the review process LDOL will have 20 (15 benefits, 5 employer contributions) validation extract files that can be loaded into the new federal data validation software. In addition, WWV would already have corrected many errors identified during IV&V

D. PAST PERFORMANCE

MPR specializes in standardizing data management, performance measurement, and reporting of program outcomes across multiple agency programs. MPR provides the most sophisticated and rigorous methodology currently in use by the federal government to design, document, and manage national reporting systems. Our comprehensive and integrated package of performance management methods is specifically designed to overcome the challenges of effective communication between policy makers, software developers, and reporting entities that has confounded most agencies' attempts to deliver high quality performance data. MPR develops systems that are designed to meet agency GPRA strategies, as well as OIG and GAO recommendations for performance measurement and data quality. MPR also provides tailored on-site training and technical assistance to meet the ever-changing needs of users.

MPR is uniquely qualified to provide independent verification certification to states as required by the supplemental budget request. Since 1993, MPR has been assisting ETA with the design, development, and implementation of a validation methodology for the UI benefits and employer contributions required reports. As part this work, MPR has provided on-site training and technical assistance to 53 state workforce agencies and has developed the Module 3 state-specific data validation handbooks for all states. These handbooks document each state's federal reporting software and contain methods for testing both software implementation and data quality for benefits and employer contributions. The documentation system maps the relationships among the data elements in a state's claims and employer databases to more than 1,100 federal reporting items.

In addition, MPR designed and developed validation software that ETA distributed to all states and territories conducting UI data validation. States import structured files into the software for each benefits and employer contributions population. The software performs edit

checks on the imported files and sorts the records into discrete subgroups of reported transactions. The software also selects data validation samples and generates online and printable worksheets for each selected transaction. Finally, the software produces report validation and data element validation summary reports of the validation results. MPR has also provided technical assistance to the third-party software vendor that developed a web-based version of the validation software.

Following the design and implementation of the UI data validation program, MPR has provided additional training and technical assistance on site, as well as by telephone and email, to most states over the past several years. We have analyzed states' population files and validation results to help identify problems with their implementations of data validation, and to identify data and reporting errors uncovered during the validation. Furthermore, we have created monitoring tools to ensure compliance with ETA validation requirements.

During the 1990s, MPR played a key role assisting DOL in the development of Benefits Time Lapse and Quality (BTQ) measures that evaluate state UI performance. We helped ETA with the five-year review of the BTQ system and served as consultants to both DOL and states on performance and reporting issues. MPR also assisted ETA in conducting a five-year review of the UI Performs Tier 1 and Tier 2 performance measures, which monitor the timeliness and quality of state UI benefits and tax operations consistent with ETA's Government Performance and Results Act goals.

Finally, MPR is working with several other states that received supplemental funding from ETA to obtain independent verifications of the extent to which their DV extract files meet ETA requirements. We have completed independent verification certification in three states and are at various stages of the independent review with ten other states.

Because of our extensive work on many UI validation projects over the past 14 years, MPR has an unparalleled knowledge of the systems, processes, and methods that states will use to improve performance under the supplemental funding opportunity provided by DOL.

E. STAFF QUALIFICATIONS

The independent verification and validation work would be conducted by the Performance Management Group (PMG) within MPR's Survey and Information Services (SIS) division. PMG specializes in standardizing data management, performance measurement, and reporting of program outcomes across multiple agency programs. PMG provides the most sophisticated and rigorous methodology currently in use by the federal government to design, document, and manage national reporting systems. The following staff members will assist Louisiana with the independent verification effort of benefits and employer contributions: Dr. William Borden, PMG director; Ms. Grace Roemer; Ms. Gail Eulenstein; Mr. Brandon Kyler; Mr. Kevin Conway; Ms. Amy Wodarek O'Reilly; Mr. Michael Kerachsky; Ms. Robbi Ruben-Urm; and Ms. Gail Kohn. These staff members have more than 70 years' combined experience in UI operations, reporting, and data validation and have provided expert assistance to states in correcting problems with extract files, trained state validation staff, and verified that data validation extracts have been properly programmed. In addition, they have participated in IV&V projects for 11 other states since 2005.

Since 1993, Dr. Borden has personally made more than 150 trips to train state UI staff on reporting, performance, and validation for both tax and benefits. Dr. Borden also assisted ETA in the development of the Labor Exchange (LX) performance measures. Ms. Roemer was a key developer of the tax data validation methodology. She now serves as the principal consultant to DOL and the states on tax validation and reporting issues as well as on LX reporting and

performance. Ms. Eulenstein worked in state and federal UI capacities, including data validation oversight, for more than 35 years. Mr. Kyler was instrumental in the development of the UI benefits, tax, and LX data validation software and has helped states properly construct extract files for these three systems for over seven years. Mr. Conway has played a key role on UI IV&V efforts with other states over the past year after joining PMG from the U.S. Government Accountability Office. Ms. Wodarek O'Reilly has worked with several states on UI IV&V Module 3 documentation and data element validation. Mr. Kerachsky recently joined PMG after graduating magna cum laude from college. Ms. Ruben-Urm and Ms. Kohn have assisted states with their validation instructions for both tax and benefits since 1994. Appendix A contains resumes for these MPR staff members.

II. COST PROPOSAL

A. INTRODUCTION

This chapter contains completed quotation form for conducting the UI independent verification and validation of the State of West Virginia in response to the request issued by the State of West Virginia Department of Administration Purchasing Division. It totals \$84,986. Our budget assumes a January 2, 2008 start date with a 7-month period of performance and the award of a Firm Fixed Price contract. As specified in the RFP, we assume we will be paid one-fourth of the total contract (or \$21,246.50 per payment) after completion of each of the three Status Summary Reports, and the Final Summary of Findings. MPR is proposing an hourly rate of \$189 for any additional work that may be necessary after completion of the project. This bid is firm for a period of 60 days from the date of submission.

We understand that the grant resulting from this proposal will be limited to the funds obligated. However, we also recognize the very nature of the proposed research requires MPR estimate the levels of effort required to achieve particular components of the project. Inasmuch as some aspects of the work will not be susceptible to exact specification, the following protocol will be incorporated into the contract:

In the event that substantive issues are encountered, or problems occur affecting schedules or milestone events that could be expected to affect cost or performance, and these problems or issues are neither caused by MPR, nor are they within the reasonable scope of its control, MPR shall be obligated to provide timely notice concerning the nature of the problem and the potential impact upon the cost or performance. Thereafter, the parties shall be obligated to evaluate alternative resolutions in a timely manner and agree upon a course of action that delivers the overall goals and objectives of the study within the resources available.

Any questions relating to this proposal should be addressed to:

Pamela L. Tapscott

Vice President

(202) 484-3294

email:

rfpcenter@mathematica-mpr.com

Don F. Lara

or Senior Vice President

(609) 275-2306

email:

rfpcenter@mathematica-mpr.com

Sending procurement-related emails to our central email address assures proper receipt and distribution of these materials. This email address is to be used for all Mathematica Policy Research, Inc. (MPR) locations and is checked daily for new messages.

Part B of this section contains our completed RFQ form.

B. RFQ FORM

State of West Virginia
 Department of Administration
 Purchasing Division
 19 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**Request for
 Quotation**

RFQ NUMBER
BEP08062

PAGE
I

ADDRESS CORRESPONDENCE TO ATTENTION OF
**JOHN ABBOTT
 304-558-2544**

**BILL BORDEN
 MATHEMATICA POLICY RESEARCH INC
 PO BOX 2393
 PRINCETON NJ 08543-2393**

SHIP TO

**BUREAU OF EMPLOYMENT PROGRAMS
 OFFICE OF ADMIN. SUPPORT-5302
 112 CALIFORNIA AVENUE
 CHARLESTON, WV
 25305-0112 558-2634**

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
10/29/2007				

BID OPENING DATE: **11/14/2007** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		946-20		
<p>VALIDATION SERVICES</p> <p>CONTRACT TO PROVIDE RESEARCH/AUDITING SERVICES TO VALIDATE WEST VIRGINIA'S TAX AND BENEFITS DATA VALIDATION FILES CONFORMS TO THE DEPARTMENT OF LABOR'S UI REGULATIONS AND DEFINITIONS, PER THE SPECIFICATIONS.</p> <p>QUESTION PERIOD: SHOULD YOU HAVE QUESTIONS REGARDING THE ATTACHED SPECIFICATIONS, WORKFORCE WEST VIRGINIA WILL ACCEPT QUESTIONS UP TO 11/7/2007; 2:00 PM. NO QUESTIONS WILL BE ACCEPTED AFTER THIS DATE. QUESTIONS SHALL BE EMAILED TO JABBOTT@WVADMIN.GOV OR FAXED TO THE ATTENTION OF JOHN ABBOTT AT 304-558-4115.</p> <p>SHOULD THERE BE QUESTIONS SUBMITTED, AN ADDENDUM WILL BE ISSUED WITH THE ANSWERS; AND BID OPENING DATE POSTPONED IF NECESSARY.</p> <p>EXHIBIT 10</p> <p>REQUISITION NO.: ..BEP08062...</p> <p>ADDENDUM ACKNOWLEDGEMENT *</p> <p>I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.</p> <p>ADDENDUM NO.'S:</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE Daniel Kasprzyk	TELEPHONE (202) 264-3482	DATE November 27, 2007
TITLE Vice President	FEIN 22-2112296	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125.00 registration fee.
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA Business Associate Addendum -** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications.

SIGNED BID TO:

Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
 Department of Administration
 Purchasing Division
 119 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**Request for
 Quotation**

RFQ NUMBER
BEP08062

PAGE
2

ADDRESS CORRESPONDENCE TO ATTENTION OF
JOHN ABBOTT 304-558-2544

RFQ COPY
 PE NAME/ADDRESS HERE

Mathematica Policy Research, Inc.
 P.O. Box 2393
 Princeton, NJ 08543-2393

SHIP TO

BUREAU OF EMPLOYMENT PROGRAMS
 OFFICE OF ADMIN. SUPPORT-5302
 112 CALIFORNIA AVENUE
 CHARLESTON, WV
 25305-0112 558-2634

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
10/29/2007				

BID OPENING DATE: 11/14/2007 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
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NO. 1 Received on November 14, 2007
 NO. 2
 NO. 3
 NO. 4
 NO. 5

I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF TH
 ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.

VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL
 REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY
 ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES
 AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE
 INFORMATION ISSUED IN WRITING AND ADDED TO THE
 SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.

Daniel Kasprzyk

SIGNATURE

Mathematica Policy Research, Inc.

COMPANY

November 27, 2007

DATE

VENDOR PREFERENCE CERTIFICATE

CERTIFICATION AND APPLICATION* IS HEREBY MADE FOR
 PREFERENCE IN ACCORDANCE WITH WEST VIRGINIA CODE,

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	<i>Daniel Kasprzyk</i>	TELEPHONE	(202) 264-3482	DATE	November 27, 2007
TITLE	Vice President	FEIN	22-2112296	ADDRESS CHANGES TO BE NOTED ABC 'E	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
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 Post Office Box 50130
 Charleston, WV 25305-0130

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11/07/2007				

BID OPENING DATE: 11/27/2007 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM #01 THIS ADDENDUM IS ISSUED TO ANSWER VENDOR QUESTIONS REGARDING THE ORIGINAL SPECIFICATIONS, AND EXTEND THE BID OPENING DATE FROM 11/14/2007 TO 11/27/2007. NEW BID OPENING DATE: 11/27/2007; 1:30 PM						
0001	1	LS		946-20		
VALIDATION SERVICES						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS			
SIGNATURE	Daniel Kasprzyk	TELEPHONE	(202) 264-3482
TITLE	Vice President	DATE	November 27, 2007
FAX 22-2112296		ADDRESS CHANGES TO BE NOTED ABOVE	

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State of West Virginia
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 Charleston, WV 25305-0130

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10/29/2007				

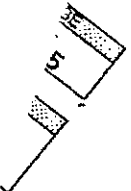
BID OPENING DATE: **11/14/2007** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>5A-3-37 (DOES NOT APPLY TO CONSTRUCTION CONTRACTS).</p> <p>A. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p><input type="checkbox"/> BIDDER IS AN INDIVIDUAL RESIDENT VENDOR AND HAS RESIDED CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p><input type="checkbox"/> BIDDER IS A PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR AND HAS MAINTAINED ITS HEAD-QUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR 80% OF THE OWNERSHIP INTEREST OF BIDDER IS HELD BY ANOTHER INDIVIDUAL, PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR WHO HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p><input type="checkbox"/> BIDDER IS A CORPORATION NONRESIDENT VENDOR WHICH HAS AN AFFILIATE OR SUBSIDIARY WHICH EMPLOYS A MINIMUM OF ONE HUNDRED STATE RESIDENTS AND WHICH HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA CONTINUOUSLY FOR THE FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION.</p> <p>B. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p><input type="checkbox"/> BIDDER IS A RESIDENT VENDOR WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES WORKING ON THE PROJECT BEING BID</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: Daniel Kasprzyk *Daniel Kasprzyk* TELEPHONE: (202) 264-3482 DATE: November 27, 2007
 TITLE: Vice President FEIN: 22-2112296 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
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LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID; OR () BIDDER IS A NONRESIDENT VENDOR EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS OR IS A NONRESIDENT VENDOR WITH AN AFFILIATE OR SUBSIDIARY WHICH MAINTAINS ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES OR BIDDERS' AFFILIATE'S OR SUBSIDIARY'S EMPLOYEES ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID.</p> <p>BIDDER UNDERSTANDS IF THE SECRETARY OF TAX & REVENUE DETERMINES THAT A BIDDER RECEIVING PREFERENCE HAS FAILED TO CONTINUE TO MEET THE REQUIREMENTS FOR SUCH PREFERENCE, THE SECRETARY MAY ORDER THE DIRECTOR OF PURCHASING TO: (A) RESCIND THE CONTRACT OR PURCHASE ORDER ISSUED; OR (B) ASSESS A PENALTY AGAINST SUCH BIDDER IN AN AMOUNT NOT TO EXCEED 5% OF THE BID AMOUNT AND THAT SUCH PENALTY WILL BE PAID TO THE CONTRACTING AGENCY OR DEDUCTED FROM ANY UNPAID BALANCE ON THE CONTRACT OR PURCHASE ORDER.</p> <p>BY SUBMISSION OF THIS CERTIFICATE, BIDDER AGREES TO DISCLOSE ANY REASONABLY REQUESTED INFORMATION TO THE PURCHASING DIVISION AND AUTHORIZES THE DEPARTMENT OF TAX AND REVENUE TO DISCLOSE TO THE DIRECTOR OF PURCHASING APPROPRIATE INFORMATION VERIFYING THAT BIDDER HAS PAID THE REQUIRED BUSINESS TAXES, PROVIDED THAT SUCH INFORMATION DOES NOT CONTAIN THE AMOUNTS OF TAXES PAID NOR ANY OTHER INFORMATION DEEMED BY THE TAX COMMISSIONER TO BE CONFIDENTIAL.</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE Daniel Kasprzyk <i>Daniel Kasprzyk</i>	TELEPHONE (202) 264-3482	DATE November 27, 2007
TITLE Vice President	FEIN 22-2112296	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
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 Post Office Box 50130
 Charleston, WV 25305-0130

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RFQ NUMBER:
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ADDRESS CORRESPONDENCE TO ATTENTION OF:
**JOHN ABBOTT
 304-558-2544**

**RFQ COPY
 TYPE NAME/ADDRESS HERE**

Mathematica Policy Research, Inc.
 P.O. Box 2393
 Princeton, NJ 08543-2393

**BUREAU OF EMPLOYMENT PROGRAMS
 OFFICE OF ADMIN. SUPPORT-5302**

**112 CALIFORNIA AVENUE
 CHARLESTON, WV
 25305-0112 558-2634**

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
10/29/2007				

BID OPENING DATE: **11/14/2007** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
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UNDER PENALTY OF LAW FOR FALSE SWEARING (WEST VIRGINIA CODE 61-5-3), BIDDER HEREBY CERTIFIES THAT THIS CERTIFICATE IS TRUE AND ACCURATE IN ALL RESPECTS; AND THAT IF A CONTRACT IS ISSUED TO BIDDER AND IF ANYTHING CONTAINED WITHIN THIS CERTIFICATE CHANGES DURING THE TERM OF THE CONTRACT, BIDDER WILL NOTIFY THE PURCHASING DIVISION IN WRITING IMMEDIATELY.

BIDDER: Daniel Kasprzyk
 Mathematica Policy Research, Inc.

DATE: November 27, 2007

SIGNED: *Daniel Kasprzyk*

TITLE: Vice President

* CHECK ANY COMBINATION OF PREFERENCE CONSIDERATION(S) IN EITHER "A" OR "B", OR BOTH "A" AND "B" WHICH YOU ARE ENTITLED TO RECEIVE. YOU MAY REQUEST UP TO THE MAXIMUM 5% PREFERENCE FOR BOTH "A" AND "B". (REV. 12/00)

NOTICE

A SIGNED BID MUST BE SUBMITTED TO:

DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 BUILDING 15
 2019 WASHINGTON STREET, EAST
 CHARLESTON, WV 25305-0130

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE Daniel Kasprzyk <i>Daniel Kasprzyk</i>	TELEPHONE (202) 264-3482	DATE November 27, 2007
TITLE Vice President	FEIN 22-2112296	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

State of West Virginia
 Department of Administration
 Purchasing Division
 1019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**Request for
 Quotation**

RFO NUMBER
BEP08062

PAGE
6

ADDRESS CORRESPONDENCE TO ATTENTION OF
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 304-558-2544**

RFQ COPY
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 Princeton, NJ 08543-2393

SHIP TO

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 OFFICE OF ADMIN. SUPPORT-5302**

**112 CALIFORNIA AVENUE
 CHARLESTON, WV
 25305-0112 558-2634**

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
10/29/2007				

BID OPENING DATE:	11/14/2007	BID OPENING TIME	01:30PM
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LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: JOHN ABBOTT-----</p> <p>RFQ. NO.: BEP08062-----</p> <p>BID OPENING DATE: 11/14/2007-----</p> <p>BID OPENING TIME: 1:30 PM-----</p> <p>PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:</p> <p> Please send facsimiles to (609) 799-0005, attention: RFP Center</p> <p>CONTACT PERSON (PLEASE PRINT CLEARLY):</p> <p> Pamela L. Tapscott, Vice President of Contract Operations</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE Daniel Kasprzyk <i>Daniel Kasprzyk</i>	TELEPHONE (202) 264-3482	DATE November 27, 2007
TITLE Vice President	FBN 22-2112296	ADDRESS CHANGES TO BE NOTED ABOVE

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Request for Quotation

RFQ NUMBER
BEP08062

PAGE
7

ADDRESS CORRESPONDENCE TO ATTENTION OF
JOHN ABBOTT
304-558-2544

PURCHASER

RFQ COPY
TYPE NAME/ADDRESS HERE

Mathematica Policy Research, Inc.
 P.O. Box 2393
 Princeton, NJ 08543-2393

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112 CALIFORNIA AVENUE
CHARLESTON, WV
25305-0112 558-2634

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
10/29/2007				

BID OPENING DATE: **11/14/2007** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
***** THIS IS THE END OF RFQ BEP08062 ***** TOTAL:						\$84,986

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE Daniel Kasprzyk <i>Daniel Kasprzyk</i>	TELEPHONE (202) 264-3482	DATE November 27, 2007
TITLE Vice President	FEIN 22-2112296	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

LICENSING: Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

CONFIDENTIALITY: The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendors should visit www.state.wv.us/admin/purchase/privacy for the Notice of Agency Confidentiality Policies.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), it is hereby certified that the vendor acknowledges the information in this said affidavit and are in compliance with the requirements as stated.

Vendor's Name: Mathematica Policy Research, Inc.

Authorized Signature:  Date: November 27, 2007

Daniel Kasprzyk
Purchasing Affidavit (Revised 06/15/07)

- I. Introduction: Workforce West Virginia's Unemployment Compensation Division is responsible for administering unemployment to the state's unemployed workers. Our Automated Benefit Payment System (ABPS) is the automated system used to track all activities that would include initial claim, eligibility, claimant characteristics, payments, overpayments, nonmonetary determinations, and appeals for the benefits portion of the Unemployment Compensation Program. The Automated Employer Tax System (AETS) is the automated system used to calculate, bill and track all activities dealing with employer tax contributions.

Based on the instructions and definitions provided by the Department of Labor through the Unemployment Insurance Required Reports (UIRR), we are required to report statistics on the Unemployment Compensation Program through various federal reports. These statistics are maintained on our automated systems and different programs are used to compile the reports, which are then transmitted to the Department of Labor through the UIRR automated system. The required reports are transmitted on a monthly and quarterly basis. The comprehensive data validation program is used to ensure the accuracy and uniformity of the UIRR statistical data derived from the state reported unemployment insurance operations. It is imperative that the data is accurate considering the UIRR data is used for economic statistics, to allocate UI administrative funding based on state workload, to measure state claimant eligibility criteria and performance in providing benefits, and to account for fund utilization.

Data Validation is divided into two separate sections Benefit and Tax. The actual Data Validation Program consists of fourteen (14) different Benefit Populations and five (5) different Tax Populations. However, Benefit Population 3 has an extract population 3a, which would equate to fifteen (15) extract files for the Benefit Section. The programmed extract files consist of approximately one-hundred and twenty (120) fields and/or values and eleven (11) CICS screen/programs, as well as five (5) Tax Populations which consist of approximately fifty-eight (58) and/or values, four (4) CICS screens/programs, and one (1) report (field audit)

- II. Purpose: The intent and purpose of this solicitation is to establish a contract with one qualified firm for the purpose of independently verifying that West Virginia's Tax and Benefits data validation extract files meet the U.S. Department of Labor (DOL) requirements. Workforce West Virginia has received supplemental funding from DOL for this specific purpose. The Independent Validation and Verification (IV&V) process involves the examination of both validation guidelines and state validation files for conformity to DOL's UI regulations and definitions, in regards to benefits and tax standard operations. This includes a thorough review of West Virginia's state specific Module 3 of the ETA 361 Validation Handbook, which documents the state application of federal rules, as well as tracking all of the values used on the state's automated systems to

determine that this is a correct representation of the source-documentation and to determine the validity of the data.

III. Scope of Work: **The vendor Shall:**

- A. The independent verification and validation will follow procedures and guidelines specified in the ETA Unemployment Data Validation Handbook and will utilize the new SUN-based data validation software. The handbook and other information may be found @www.ows.doleta.gov/dv
- B. The Contractor shall review all relevant federal reports to ensure that they are being done properly in conformity with DOL requirements. Samples of these reports have been included to provide the contractor a representation of the type, as well as, the amount of data elements involved.
- C. Develop a map of West Virginia's reporting and validation systems and data sources for validated benefits and tax data.
- D. Review West Virginia's state-specific validation (Module 3) for both benefits and tax to ensure that the instructions stated in the handbook correctly reference West Virginia-specific data sources. A sample of a particular step in the Module 3 handbook has been attached for review.
- E. Review West Virginia's validation extract files used to compile the various populations for both benefits and tax to ensure that the files were properly constructed and reflect the correct data. In addition, compare West Virginia's benefits and tax records with the extract files to ensure that all reportable records were included in the validation population files. If any discrepancies are detected, the Contractor shall provide detailed specifications and instructions to West Virginia's programmers and procedure staff so the problems can be resolved. Copies of the benefit and tax populations and the record layouts used to produce these populations have been attached to provide the contractor with a brief overview of the statistical information the Data Validation involves.
- F. Review West Virginia's data element validation population samples, including at least one case from each subpopulation, to ensure that the data elements in the sampled records meet federal definitions, that the sampled cases were properly included, and that the sample cases were properly marked.

- G.. Conduct and coordinate all on-site errors discovered with Connie R. Kirk, West Virginia's Data Validation Coordinator and Joyce Watson, Program Manager. The contractor will coordinate closely with West Virginia's UI program, systems, and validation staff to develop and monitor project plans and requirements.
- H. Provide written documentation of the findings of the IV&V Project to all parties concerned with the Data Validation Process.
1. The Contractor will provide a detailed report after the completion of each one of the validation extract files as to whether the files involved in that particular population can be certified as accurate or the extract data needs some corrections in order to be certified as accurate because they do not conform to federal reporting and validation requirements. This report will provide the specific errors that must be resolved, as well as the method most appropriate to resolve these errors that will result in the files being certified.
 2. The Contractor will allow West Virginia's staff the opportunity to correct any problems with the extract file that has been deemed as incorrect. Upon the completion of these corrections, the contractor will reevaluate the extract file for its accuracy and certification. In view of time constraints on both the Contractor and our programmers, we have designated a time period of seven (7) business days for our staff to correct errors on each extract file. (Note: Although each population is compiled into one huge extract file, some populations will consist of several smaller extract files that may or may not need corrections.) If upon reevaluation, the file still contains errors, the contractor will provide an additional detailed report on the specific errors found that must be resolved, as well as the method most appropriate for resolving these errors, that will bring about the result of the files being certified. Please be advised that the Contractor shall include, at a minimum, 120 hours for this particular item in the bid.
 3. The Contractor shall incorporate DOL's accuracy standards into its criteria for certification and will provide diagnostic information to assist West Virginia in correcting any problems that was not corrected during the IV&V process.
 4. The Contractor shall provide a full validation after each extract file has been completed, and at least three (3) Interim Status Reports, as well as a Final Summary Report of findings. The

First Interim Status Report will be due upon the completion of 50% of the Benefit Populations, the Second Interim Status Report will be due upon completion of the entire Benefit Populations, and the Third Interim Status Report will be due upon the completion of 100% of the Tax Populations. Each Interim Status Reports will include the following: List of Populations that have been completed, Populations in Progress, and Populations still pending, total hours worked and costs incurred up to that specific time, any problems incurred with the extract files or other area of the populations completed, and other appropriate comments.

5. Workforce West Virginia shall be afforded the opportunity to make revisions in response to the specific recommendations before the Contractor provides a final evaluation of the status of our validation files.
 6. If the vendor determines that all of Workforce West Virginia's validation files and procedures meet ETA requirements, the Contractor shall provide the agency with a "Certification of Accuracy Letter," indicating that all twenty (20) validation extract files are certified as accurate. If certain extract files and procedures do not meet ETA requirements at the conclusion of the IV&V Project, the Contractor shall provide a "Certification of Accuracy Letter" that clearly identifies both the populations been verified as accurate as well as a detailed written assessment of outstanding issues that will need to be resolved before a certification of accuracy can be provided for the remaining unacceptable populations.
- I. The contractor will be required to complete this project by July 31, 2008. However, upon request, the contractor can be granted an extension of up to 45 days. During the completion of the project, the Contractor will be paid one-fourth of the total contract at four specific time periods. First payment upon completion of the 1st Status Summary Report, second payment upon completion of the second 2nd Status Summary Report, third payment upon completion of the 3rd Status Summary Report, and the fourth/final payment upon completion of the Final Summary of Findings. In addition to the bid on this project, the Contractor must provide an hourly rate for any additional assistance that may be deemed necessary after the completion of this project.

APPENDIX A

RESUMES

WILLIAM S. BORDEN
DIRECTOR, PERFORMANCE MANAGEMENT GROUP

EDUCATION

1996 Certified Software Quality Engineer, American Society for Quality
1981 Ph.D., American History, University of Wisconsin-Madison
1976 M.A., American History, University of Wisconsin-Madison
1973 B.A., Sociology and Political Science, Livingston College, Rutgers University

POSITIONS

1979 - Mathematica Policy Research, Inc.
1998 - Director, Performance Management Group
1998 - Senior Fellow
1990 - 1998 Project Director
1988 - 1989 Senior Program Analyst
1984 - 1988 Program Analyst
1981 - 1983 Survey Associate
1980 - 1981 Survey Assistant

1977 - 1978 Systems Researcher, Capitol Text Management

EXPERIENCE

MATHEMATICA POLICY RESEARCH

Director, Performance Management Projects (1998 -). Manage a group of 20 professional staff who for design and operate state and federal performance management systems. These systems are currently being used by every state and more than 50 grantees to perform all performance reporting and data quality and analysis tasks for all major federal job training programs and the Unemployment Insurance Program for the U.S. Department of Labor (DOL), Employment and Training Administration (ETA). Other clients include the United Kingdom (UK) Department of Work and Pensions (DWP) and the Centers for Medicare & Medicaid Services (CMS).

Performance Management Projects:

Project Director, District of Columbia Temporary Assistance for Needy Families (TANF) Performance Management System (2006 -). Design and test a performance management system to enable the District of Columbia's Income Maintenance Administration (IMA) to manage its TANF work participation rates and other federal reporting responsibilities. Develop and maintain a data model to calculate and analyze the work participation rate, including detailed programming specifications. Develop data quality specifications (edit tests) and specifications for reports, federal files, and user displays. Also manage system testing, including the preparation of comprehensive test data, test reports, and user documentation.

EXPERIENCE (continued)

Project Director, Department of Work and Pensions (DWP), United Kingdom (2006 -). Conduct an alternatives analysis of ways in which the DWP, UK can improve performance measurement of the *Pathways to Work* programme, a welfare-to-work program for people with disabilities in the UK.

Project Director, Performance Reporting and Administrative Support for the Centers for Medicare & Medicaid Services (CMS) Medicaid Grant Initiatives (2006 -). Assist CMS in managing several grant programs established through the New Freedom and Ticket to Work (TTW) initiatives as a subcontractor to Ascellon Corporation. Design and conduct a baseline assessment of each grant covered by the contract, develop an approach to ongoing qualitative assessment of grantee reports, design and develop specifications for the Performance Monitoring Report (PMR) and the Targeted Follow-Up Report (TFUR), and provide technical assistance to grantees as needed. Mathematica Policy Research, Inc. (MPR) will also make recommendations for improvements to existing grantee report formats. The programs covered by this project include Medicaid Infrastructure Grants (MIG) and several categories of Real Choice Systems Change (RCSC) grants.

Project Director, Senior Community Service Employment Program (SCSEP) Performance Management Software Technical Assistance (2003 -). Direct staff who provide technical assistance to 75 grantees and 900 subgrantees on the use of SCSEP data collection and performance measurement systems. Develop requirements for system enhancements and technical documentation to assist program grantees. Oversee all systems specifications, user documentation, systems acceptance testing, and coordination with third party systems developer.

Project Director, Unemployment Insurance (UI) Data Validation Implementation (1999 -). Oversee implementation of the UI data validation methodology developed by MPR under an earlier project. Developed data validation and reporting software to calculate and validate 1,500 federal reporting elements; train federal and state staff to use the methodology and automated tools to validate federal reports submitted by the states. The training is conducted using a training package developed by MPR. As followup to the training, MPR is providing technical assistance to states that are implementing the methodology. MPR is also conducting independent verification and validation (IV&V) reviews in several states.

Project Director, Employment and Training Administration (ETA) Performance Reporting and Validation Initiative (1998 -). Assist DOL, ETA in reporting, performance measurement, and data validation across all ETA programs. Oversee development of detailed specifications for calculating performance measures, conducting state and regional training on performance measures, and directing analyses comparing various calculation methodologies. Also oversee development of reporting and validation software for several ETA programs based on these specifications. Programs include the Employment Service (ES), Workforce Investment Act (WIA), Welfare-to-Work (WtW), National Farmworker Jobs Program (NFJP) and Trade Adjustment Assistance (TAA) programs. Oversee provision of technical assistance to states using the software applications for reporting and data validation. Responsible for all systems specifications, user documentation, systems acceptance testing, and coordination with third party systems developer. The project includes an analysis of current programs, including data requirements, reporting systems, data validation systems, and performance standards; as well as assisting ETA's key program staff to better understand the concepts of performance measurement and data validation and how they should be applied to ETA programs.

EXPERIENCE (continued)

Project Director, Senior Community Service Employment Program (SCSEP) Performance Reporting System (2003 - 2005). Oversaw development of a data collection and reporting system that enabled more than 900 SCSEP grantees and subgrantees to capture and report all the elements required to generate the SCSEP quarterly performance reports. Developed performance measurement and reporting specifications and provided training to grantees and subgrantees on the use of the system.

Project Director, Assessment of Computer Matching in the Food Stamp Program (FSP) (1998 - 2002). Managed the development of a data collection instrument, procedures, and census of state FSP offices for their computer matching activities. Coauthored final report on findings from the census. The project included extensive telephone interviews with key computer matching staff in each state to obtain information on the use of various database matching systems for detection of fraud and abuse.

Task Director, Study of a National Database for Federal Means-Tested Public Assistance Programs (1999 - 2000). Coauthored a report to Congress concerning the feasibility of a national database to track food stamp recipients, to satisfy a congressional mandate to the Food and Nutrition Service (FNS). Oversaw report sections related to technical feasibility, and analysis of a similar study commissioned by the U.S. Department of Health and Human Services (DHHS).

Project Director, Unemployment Insurance (UI) Data Validation Pilot Test and Pre-Implementation Training (1997 - 1999). Managed analytic and technical assistance activities in development of pilot-test and pre-implementation training of benefits and employer contribution data validation methodology for state and federal UI staff. Updated data validation handbooks and coordinated with prime contractor on conversion of data validation handbooks to training program. Conducted and analyzed benefits pilot tests in three states. Conducted training for states and federal UI staff on validation methodology.

Project Director, Performance Measurement Review and Unemployment Insurance (UI) Data Validation Project, New Hampshire Department of Employment Security (1993 - 1997). Conducted an evaluation of a new system to evaluate the performance of State Employment Security Agencies (SESAs) in providing payments, adjudications, and appeals to UI claimants. Oversaw and analyzed the development of system-generated performance data in six pilot states. Coauthored final evaluation report with analysis of performance outcomes and recommendations for national implementation. Developed state-specific data validation design to perform quality control on data reports submitted to the DOL, Unemployment Insurance Service by 53 SESAs. Provided on-site technical assistance, collected benefits system and federal reporting systems documentation, and tested validation software design. Developed state-specific benefits data validation handbooks and reporting software logic. Designed a state-specific data validation model and evaluated a pilot test for validating UI employer contribution reports. Led the development of 53 state-specific tax data validation handbooks.

EXPERIENCE (continued)

Pensions and Employee Benefits:

Project Director, Direct Filing Entity (DFE) Database Design and Data Entry (1997 - 2001). Provided support to the Pension and Welfare Benefits Administration (PWBA) to develop comprehensive statistics on the private pension plan universe and to analyze compliance with the Employee Retirement Income Security Act (ERISA) reporting requirements. Oversaw processing of DFE data to create a database covering Master Trusts, Common and Collective Trusts, 103-12 Investment Entities, and Pooled Separate Accounts. Managed design of a DFE processing system that allocated plan year DFE and "other" assets reported by plans from DFE primary and "other" lines to primary investment lines on the Form 5500 balance sheet. For plan year 1994, project team directly identified primary investment categories for 65.4 percent of the \$936 billion in plan assets invested in DFEs, and used statistical imputation to identify the remaining 34.6 percent. For plan year 1996, project team directly identified 75 percent of the \$1.3 trillion in plan assets invested in DFEs, and used statistical imputation to identify the remaining 25 percent.

Project Director, Assist Pension and Welfare Benefits (PWBA) Administration in the Analysis of Form 5500 Series Filer Burden (1998 - 1999). Managed the development of a data collection and analysis methodology to update the estimate of Form 5500 filer burden. Coordinated data collection, which included convening a panel of technical experts, conducting in-depth qualitative interviews, and data analysis. Wrote final report for the Office of Management and Budget (OMB) including discussion of methodology, baseline findings, and analysis of the change in burden between filing years.

Project Director, Employee Retirement Income Security Act (ERISA) Filing Acceptance System (EFAST) (1997 - 1999). Managed development of requirements for EFAST for DOL, PWBA. Evaluated vendor proposals and designed functional requirements and cost estimation methods. Negotiated detailed system requirements from four federal agencies and system quality assurance and quality control. EFAST is a technologically advanced system that replaced the labor-intensive Internal Revenue Service (IRS) procedures for processing Form 5500 Series reports.

Project Director, Employee Retirement Income Security Act (ERISA) Computer Targeting Design Project (1988 - 1997). Designed a computer targeting methodology for the PWBA to use 5500 Series data to detect plans in violation of ERISA. Developed program specifications to implement the targeting methodology on the ERISA Information System. Conducted a statistical analysis of the targeting programs for plan years 1988 and 1992 and made recommendations for revising the quality control capabilities of the programs.

Project Director, Employee Retirement Income Security Act (ERISA) Access System Design and Acceptance Testing Project (1988 - 1997). Designed the user interface for a microcomputer database management system application to retrieve and display ERISA data in PWBA field offices. Managed the development of program specifications and systems acceptance testing and training phases, including the redesign of the ERISA Access System and Update Subsystem logic. Coordinated the systems acceptance testing of various components of the ERISA Information System. Conducted training and developed user manuals and system maintenance guides. Analyzed the number and quality of hits generated, to determine the effectiveness of various targeting programs in detecting plans most likely to have committed some fiduciary violation.

EXPERIENCE (continued)

Project Director, Employee Retirement Income Security Act (ERISA) Edit System Design and Development Project (1987 - 1997). Created a data dictionary of all 5500 Series data elements required by the PWBA. Designed a comprehensive series of quality control edit tests to generate correspondence to plan sponsors in order to correct inconsistent or incomplete data. Served as principal liaison between DOL and the IRS for the database creation by IRS, and wrote a booklet explaining how all 5500 Series forms should be completed. Designed and implemented a methodology for reviewing the accuracy of IRS processing of 5500 Series data according to PWBA specifications. Coordinated redesign of the processing specifications for plan years 1989 to 1995. Designed and implemented a quality control system for detecting and measuring errors in the identification of 5500 filings. Supervised research of plans participating in DFEs that may have been in violation of reporting requirements.

Project Director, Employee Retirement Income Security Act (ERISA), Filing Acceptance System (EFAST) Conceptual Design Project (1995 - 1996). Coauthored paper for PWBA, DOL, on justification for seeking to create a new ERISA data processing system outside the IRS. Designed a model to calculate operations cost of the system, by form and function. Managed development of detailed functional requirements.

Expert Witness, Various U.S. Tax Court Petitioners vs. Commissioner of Internal Revenue (1991 - 1992). Provided expert testimony to support the IRS in two U.S. Tax Court cases involving tax court petitioners. Developed expert witness report on the actuarial assumptions used by various actuaries on defined benefit plans from 1984 to 1987, based on data from Schedule B, Form 5500. Produced two rebuttal reports that analyzed methodological flaws in expert witness reports presented by the petitioners.

Project Director, Employee Retirement Income Security Act (ERISA) Research Database Project (1984 - 1992). Designed procedures and managed data processing and editing tasks on a project for PWBA to create a research database of pension and welfare data as reported on Form 5500 for plan years 1981 to 1990. Oversaw quality control editing procedures, including reconciliation of all asset and income and expense data, and coding of actuarial data and the portfolio distribution of plan assets invested in master trust accounts. For plan years 1988 to 1989, designed and implemented a multilevel portfolio distribution system that allocates assets, income, and expenses among DFEs. For plan year 1988, designed and implemented a process to code and analyze all real estate assets held by pension plans. For plan years 1989 to 1990, designed and implemented a system for detecting DFE reporting deficiencies and for computer generating correspondence to filers of DFEs to correct the deficiencies. For a special analysis captured and analyzed all welfare benefits offered by 20,000 plans and assessed how the plans funded the benefits.

Project Director, New Jersey Rooming and Boarding Home Coding Project, New Jersey Bureau of Rooming and Boarding House Standards (1985 - 1986). Directed a project to process data from 3,700 folders that contained all data on rooming and boarding homes in the state. Oversaw all project activities, including budgeting, budget monitoring, coding design, training materials, and training.

Project Manager/Survey Director, Home Banking Interchange (1985 - 1986). Managed all data collection activities in waves 3 and 4, including instrument design, on a market research project on home banking systems for ADP Telephone Computing Service. Also moderated market research focus groups and designed recruitment materials and survey instruments.

WILLIAM S. BORDEN

Page 6

EXPERIENCE (continued)

Manager and Information Analyst, Litigation Support Coding Project (1983 - 1984). Managed coding and quality control activities, supervising approximately 140 staff members in coding 78,000 lengthy business documents. Developed training materials, trained staff members, served as client liaison, and authorized all coding policy decisions. Also led an extensive database-cleaning effort that involved 400,000 unique personal and organizational names and geographic locations.

Other:

Field Coordinator, Simplified Application Evaluation (1982 - 1983). Hired and trained field interviewers for a survey of 2,000 recipients of Aid to Families with Dependent Children (AFDC) and food stamps for U.S. Department of Agriculture (USDA), FNS to assess the effects of integrating and simplifying food stamp application procedures and benefit calculations for AFDC and Supplemental Security Income (SSI) recipients.

Survey Manager, Study of Undocumented Aliens in New York City Hospitals (1982). Managed the field staff in six New York City hospitals in a data collection effort to determine the cost to New York City of providing health care to undocumented aliens. Served as liaison between senior hospital administrators and project staff and participated in database cleaning and analysis (including the coding of medical diagnoses) using the ICD-9 classification system. Coauthored the final report submitted to the New York City Law Department.

Field Coordinator, National Long Term Care Demonstration (1981 - 1982). Hired, trained, and supervised field staff in four sites of a national survey of 10,000 elderly disabled individuals in a study sponsored by DHHS to assess the effects of a case-management intervention to provide community-based care to frail elderly people.

Survey Manager, Food Intake Survey, National Food Stamp Cashout Demonstration (1980 - 1981). Managed a pioneering 24-hour dietary recall telephone survey with 2,500 elderly SSI recipients for FNS. Developed survey procedures, hired and trained survey staff, and supervised the data reduction process.

Analyst, Study of Retirement Policies (1980). Managed the case study component of a national evaluation of mandatory retirement legislation for DOL. Participated in the research design and collection of data from personnel directors of 30 corporations, including AT&T, General Motors, Coca-Cola, and IBM, on personnel practices and labor force composition.

Interviewer, Study of Highway Safety Countermeasures (1979 - 1980). Served as computer-assisted telephone interviewing (CATI) interviewer and executive interviewer for a national study of public and special interest group opinion on traffic legislation for the National Highway Traffic Safety Administration (NHTSA), U.S. Department of Transportation (DOT). Interviewed 30 senior state, corporate, and public interest group officials in three states. Contributed to the final report.

Capitol Text Management

As *Systems Researcher (1977 - 1978)*, researched and designed a proposed computerized bill drafting and printing system for state legislatures.

SELECTED PAPERS AND PUBLICATIONS

- “Comparison of Data Validation Software Calculations and UI Required Report Calculations.” Princeton, NJ: Mathematica Policy Research, Inc., March 3, 2004 (with Grace Roemer and Gail Kohn).
- “OATELS Performance Measurement and Validation Design.” Final report. Princeton, NJ: Mathematica Policy Research, Inc., February 12, 2004 (with Jonathan Ladinsky and Matthew Werner).
- “WIA Data Validation Handbook.” Revised draft. Princeton, NJ: Mathematica Policy Research, Inc., January 14, 2004 (with Matthew T. Werner, Jonathan Ladinsky, Robbi Ruben-Urm, and Grace Roemer).
- “UI Performs Final Report.” Princeton, NJ: Mathematica Policy Research, Inc., November 30, 2003 (with Grace Roemer, Michelle Van Noy, and Todd Anderson).
- “UI Benefits Data Validation Handbook (Generic Portions).” Princeton, NJ: Mathematica Policy Research, Inc., October 3, 2003 (with Robbi Ruben-Urm).
- “State Program Data Validation Training Presentation.” Washington, DC: Mathematica Policy Research, Inc., June 4, 2003 (with Jonathan Ladinsky).
- “UI Benefits Data Validation Software Version 1.5 and Software Users Guide.” Princeton, NJ: Mathematica Policy Research, Inc., April 4, 2003 (with Brandon Kyler, Nakis Evgeniou, and Robbi Ruben-Urm).
- “Data Validation State Program Training—Utah.” Princeton, NJ: Mathematica Policy Research, Inc., March 25, 2003.
- “Welfare to Work Version 1.3 Validation Software, Technical Guidance and User Guide.” Princeton, NJ: Mathematica Policy Research, Inc., February 13, 2003 (with Grace Roemer, Jonathan Ladinsky, Brandon Kyler, Robbi Ruben-Urm, Matthew T. Werner, and Nakis Evgeniou).
- “ETA Validation/Reporting Technical Assistance Assessment.” Princeton, NJ: Mathematica Policy Research, Inc., December 30, 2002 (with Grace Roemer).
- “Challenges in Collecting Information on Costs and Services.” Final report. Princeton, NJ: Mathematica Policy Research, Inc., October 31, 2002 (with Charter Oak Group, LLC).
- “Trade Adjustment Assistance (TAA) Validation Handbook.” Draft report. Princeton, NJ: Mathematica Policy Research, Inc., January 25, 2002 (with Grace Farrell Roemer and Jonathan Ladinsky).
- “An Assessment of Computer Matching in the Food Stamp Program.” Princeton, NJ: Mathematica Policy Research, Inc., January 5, 2002 (with Robbi Ruben-Urm).
- “Workforce Investment Act (WIA) Validation Handbook.” Draft report. Princeton, NJ: Mathematica Policy Research, Inc., January 3, 2002 (with Jonathan Ladinsky and Grace Farrell Roemer).
- “Revised ET 406 Data Preparation Handbook: ETA 9002 and VETS 200.” Princeton, NJ: Mathematica Policy Research, Inc., November 1, 2001 (with Grace Farrell Roemer and Brandon Kyler).

WILLIAM S. BORDEN

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SELECTED PAPERS AND PUBLICATIONS (continued)

“Revised Youth Opportunity (YO) Program Reporting and Performance Specifications.” Princeton, NJ: Mathematica Policy Research, Inc., October 30, 2001 (with Grace Farrell Roemer).

“1996 Pension Plan and DFE Files.” Princeton, NJ: Mathematica Policy Research, Inc., September 15, 2001 (with Grace Farrell Roemer and Tony Nastek).

“DOL ETA Validation Requirements Assessment.” Princeton, NJ: Mathematica Policy Research, Inc., April 17, 2001 (with Brandon Kyler, Grace Farrell Roemer, and Robbi Ruben-Urm).

“YO MIS Acceptance Test Results.” Princeton, NJ: Mathematica Policy Research, Inc., January 31, 2001.

“1994 Pension Plan and DFE Files.” Princeton, NJ: Mathematica Policy Research, Inc., September 27, 2000 (with Grace Farrell Roemer and Tony Nastek).

“Training and Employment Guidance Letter Attachment C: Guidance for Calculating WIA Core Measures.” Princeton, NJ: Mathematica Policy Research, Inc., March 6, 2000 (with Grace Roemer).

“Calculating Workforce Investment Act Performance Measurement Indicators.” Revised report. Princeton, NJ: Mathematica Policy Research, Inc., March 3, 2000 (with Grace Farrell Roemer and Matthew Haynes).

“EFAST Deliverables 9-31 Review Binder.” Princeton, NJ: Mathematica Policy Research, Inc., December 11, 1999 (with Matthew Haynes, Edward Hoke, and Christopher Tallman).

“The Workforce Investment Act of 1998: Performance Measurement and Data Integrity Issues—Draft Final Report.” Princeton, NJ: Mathematica Policy Research, Inc., October 29, 1999 (with Grace Roemer and Robbi Ruben-Urm).

“ERISA Filing Acceptance System (EFAST): Base Period Strengths, Weakness, and Risks of Two Vendors.” Princeton, NJ: Mathematica Policy Research, Inc., August 23, 1999 (with John Adams, Matthew Haynes, Edward Hoke, Myles Maxfield, Marianne Musone, Tony Nastek, Tom Schrader, Bruce Silver, Chris Tallman, and John Scott Williams).

“Report to Congress Concerning a Possible Nationwide Client Database for Means-Tested Programs.” Paper submitted to the FNS National Database. Princeton, NJ: Mathematica Policy Research, Inc., August 10, 1999 (with Myles Maxfield and Jim Ohls).

“EFAST Cost Estimate and Agency Budget Allocation, Processing Years 2000 Through 2004.” Princeton, NJ: Mathematica Policy Research, Inc., June 22, 1999 (with John A. Adams and Myles Maxfield).

“Estimates of the Burden for Filing Form 5500: The Change in Burden from the 1997 to the 1999 Forms.” Final Burden report. Princeton, NJ: Mathematica Policy Research, Inc., March 25, 1999.

“Draft Pilot State Report: Maine, Massachusetts, and North Carolina.” Draft report. Princeton, NJ: Mathematica Policy Research, Inc., February 1, 1999 (with Robbi L. Ruben-Urm).

“Entity Validation Requirements (EVR).” Princeton, NJ: Mathematica Policy Research, Inc., December 11, 1998 (with Anthony Nastek and Christopher Tallman).

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SELECTED PAPERS AND PUBLICATIONS (continued)

- “Revised Volumes 1 and 2 of the Data Elements Requirements, and Revised Volume 3 of the DER or Source Requirement Document (SRD).” Princeton, NJ: Mathematica Policy Research, Inc., December 11, 1998 (with Anthony Nastek and Christopher Tallman).
- “Interface Requirements Document (IRD).” Princeton, NJ: Mathematica Policy Research, Inc., December 11, 1998 (with Anthony Nastek, Ed Hoke, and Christopher Tallman).
- “Estimates of the Burden for Filing Form 5500.” Princeton, NJ: Mathematica Policy Research, Inc., September 29, 1998 (with Christopher Tallman, R. Matthew Haynes, Robbi L. Ruben-Urm, and Grace F. Roemer).
- “The Concept of Data Validation.” Princeton, NJ: Mathematica Policy Research, Inc., September 17, 1998 (with Robbi Ruben-Urm).
- “EFAST Independent Government Cost Estimate.” Final report. Princeton, NJ: Mathematica Policy Research, Inc., February 19, 1998 (with Christopher Tallman, Grace F. Roemer, Peter T. Higgins, Kathleen M. Higgins, and Myles Maxfield).
- “Specifications for Request for Proposals L/A 98-01, EFAST RFP.” Sections A-M and Attachments A-R. Draft report. Washington, DC: Mathematica Policy Research, Inc., December 29, 1997 (with Edward Hoke, Myles Maxfield, Grace F. Roemer, Christopher Tallman, Robbi Ruben, and Tony Nastek).
- “UI Tax Data Validation Training Program, Tax Handbook Training.” Draft program. Princeton, NJ: Mathematica Policy Research, Inc., October 21, 1997 (with Grace F. Roemer and Robbi Ruben).
- “EFAST Entity Control Requirements Analysis.” Draft report. Princeton, NJ: Mathematica Policy Research, Inc., October 21, 1997 (with Grace F. Roemer, Christopher Tallman, Tony Nastek, and Robbi Ruben).
- “Data Validation Handbook, Volume I: Benefits.” Submitted to the New Hampshire Department of Employment Security. Separate customized volumes with state specific data system specifications submitted for 52 SESAs. Princeton, NJ: Mathematica Policy Research, Inc., May 31, 1997 (with Grace F. Roemer and Robbi L. Ruben).
- “Data Validation Handbook, Volume II: Employer Contributions.” Submitted to the New Hampshire Department of Employment Security. Separate customized volumes with state specific data system specifications submitted for 53 SESAs. Princeton, NJ: Mathematica Policy Research, Inc., May 31, 1997 (with Grace F. Roemer and Robbi L. Ruben).
- “ERISA Filing Acceptance System (EFAST): Test of Alternative EFAST Designs.” Princeton, NJ: Mathematica Policy Research, Inc., October 22, 1996 (with Christopher F. Tallman, Anthony J. Nastek, Grace F. Roemer, Edward W. Hoke, and Perrylyn Adams).
- “Plan Year 1991 Nonfiler and Entity Control Research.” Princeton, NJ: Mathematica Policy Research, Inc., October 22, 1996 (with Kathryn L. Sonnenfeld, Christopher F. Tallman, and Anthony J. Nastek).

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SELECTED PAPERS AND PUBLICATIONS (continued)

"Results of a Review of 5500 Imaged Documents for Plan Year 1994." Draft report. Princeton, NJ: Mathematica Policy Research, Inc., August 20, 1996 (with Christopher F. Tallman, Anthony J. Nastek, and Edward W. Hoke).

"Decisions and Comments: EFAST Operational and Forms Issues Meeting." Princeton, NJ: Mathematica Policy Research, Inc., April 8, 1996 (with Anthony J. Nastek, Perrylyn Adams, Edward W. Hoke, Myles Maxfield, Kathryn L. Sonnenfeld, and Christopher F. Tallman).

"Decision Paper. Volume I. Processing of Employment Benefit Plan Annual Report Forms (Form 5500 Series Reports)." Princeton, NJ: Mathematica Policy Research, Inc., December 13, 1995 (with Myles Maxfield, Edward W. Hoke, John Helms, and Dan Rosa).

"Analysis of Plan Years 1990, 1991, and 1992 Deficient 5500 Filings." Princeton, NJ: Mathematica Policy Research, Inc., November 30, 1995 (with Anthony J. Nastek, Kathryn L. Sonnenfeld, and Edward W. Hoke).

"Performance Measurement Review Final Evaluation Report." Princeton, NJ: Mathematica Policy Research, Inc., November 1, 1995 (with Walter Corson).

"Results of a Review of IRS Processing of 5500 Series Data Reports Finalized in February and March 1995." Princeton, NJ: Mathematica Policy Research, Inc., October 24, 1995 (with John Hall, Anthony J. Nastek, and Christopher F. Tallman).

"Analysis of Targeting Programs for Plan Year 1992." Princeton, NJ: Mathematica Policy Research, Inc., August 21, 1995 (with Christopher F. Tallman, Kathryn L. Sonnenfeld, and Gail Kohn).

"Results of a Review of IRS Processing of 5500 Series Data Reports Finalized in September and October 1994." Princeton, NJ: Mathematica Policy Research, Inc., May 10, 1995 (with John Hall, Anthony J. Nastek, and Christopher F. Tallman).

"Summary Report of the Performance Measurement Review Steering Committee/State Expert Panel Meeting." Princeton, NJ: Mathematica Policy Research, Inc., March 27, 1995 (with Robbi L. Ruben).

"Performance Measurement Review Final Evaluation Draft Report." Princeton, NJ: Mathematica Policy Research, Inc., February 28, 1995 (with Walter Corson).

"Unemployment Insurance Data Validation Design." Princeton, NJ: Mathematica Policy Research, Inc., January 9, 1995 (with Kathryn L. Sonnenfeld and Robbi L. Ruben).

"Performance Measurement Review Interim Evaluation Report." Princeton, NJ: Mathematica Policy Research, Inc., December 1994 (with Walter Corson).

"Performance Measurement Review Pretest Report." Princeton, NJ: Mathematica Policy Research, Inc., November 1993 (with Walter Corson).

"Performance Measurement Review Evaluation Design." Princeton, NJ: Mathematica Policy Research, Inc., June 1993 (with Walter Corson and Shari Miller Dunstan).

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SELECTED PAPERS AND PUBLICATIONS (continued)

"Performance Measurement Review Field Test Design." Princeton, NJ: Mathematica Policy Research, Inc., April 1993 (with others).

"Pension and Welfare Benefits Administration Office of Enforcement Division of Enforcement Support, 1991 Catalogue of Computer Targeting Techniques, Volumes I, II, III." Princeton, NJ: Mathematica Policy Research, Inc., July 31, 1992 (with Anthony J. Nastek).

"Field ERISA System, FEDS, Users Manual. Draft." Princeton, NJ: Mathematica Policy Research, Inc., July 28, 1992 (with Carl G. Sonnenfeld, Gloria A. Gustus, and Kathryn L. Sonnenfeld).

"Analysis of Service Provider Data Quality." Princeton, NJ: Mathematica Policy Research, Inc., June 19, 1992 (with Darius Rips and Carl G. Sonnenfeld).

"ERISA Information System, Edit Test Failures and Correspondence Rates, July 1, 1989 Through December 1, 1991." Princeton, NJ: Mathematica Policy Research, Inc., June 19, 1992 (with Steven C. Rioux and Anthony J. Nastek).

"Division of Reporting Compliance and Division of Accounting Services Case Tracking System Data Specifications." Princeton, NJ: Mathematica Policy Research, Inc., June 19, 1992 (with Kathryn L. Sonnenfeld and Linda J. Sperling).

"Information Resource Management Plan 1992, Division of Database Administration, Office of Information Management." Princeton, NJ: Mathematica Policy Research, Inc., June 19, 1992 (with Edward W. Hoke).

"Problems in Identifying 5500 Filings Results of Plan Level Entity Control Research." Princeton, NJ: Mathematica Policy Research, Inc., June 19, 1992 (with Steven C. Rioux and Anthony J. Nastek).

"Results of a Review of IRS Processing of 5500 Series Data, Reports Finalized in January and February 1992." Princeton, NJ: Mathematica Policy Research, Inc., June 15, 1992 (with John Hall and Anthony J. Nastek).

"Analysis of PWBA Mainframe Usage and Costs, October 1990-February 1992." Princeton, NJ: Mathematica Policy Research, Inc., May 14, 1992.

"The ERISA Information System and Problems with Insurance Data, Volume II, Supplemental Information on Design of Computer Runs and Results." Princeton, NJ: Mathematica Policy Research, Inc., April 29, 1992 (with Steven C. Rioux, Darius Rips, Edward W. Hoke, Anthony J. Nastek, and Gail Kohn).

"The ERISA Information System and Problems with Insurance Data, Volume I." Princeton, NJ: Mathematica Policy Research, Inc., April 29, 1992 (with Steven C. Rioux, Darius Rips, Edward W. Hoke, Anthony J. Nastek, and Gail Kohn).

"Results of a Review of IRS Processing of 5500 Series Data, Reports Finalized in August and September 1991." Princeton, NJ: Mathematica Policy Research, Inc., February 18, 1992 (with John Hall and Anthony J. Nastek).

"Results of a Review of Brookhaven Service Center 5500 Processing System." Princeton, NJ: Mathematica Policy Research, Inc., February 12, 1992, September 25, 1991, July 17, 1991, March 15, 1991, November 16, 1990, September 12, 1990, and July 23, 1990 (with John Hall and Anthony J. Nastek).

SELECTED PAPERS AND PUBLICATIONS (continued)

“Results of a Review of Atlanta Service Center 5500 Processing System.” Princeton, NJ: Mathematica Policy Research, Inc., February 12, 1992, September 25, 1991, June 20, 1991, March 15, 1991, December 12, 1990, June 11, 1990, and April 13, 1990 (with John Hall and Anthony J. Nastek).

“Results of a Review of Memphis Service Center 5500 Processing System.” Princeton, NJ: Mathematica Policy Research, Inc., February 12, 1992, September 25, 1991, June 20, 1991, March 15, 1991, December 12, 1990, September 12, 1990, and July 23, 1990 (with John Hall and Anthony J. Nastek).

“Critique of Expert Witness Report by Kenneth D. Klingler.” Princeton, NJ: Mathematica Policy Research, Inc., February 4, 1992.

“Critique of Expert Witness Report by Richard Joss.” Princeton, NJ: Mathematica Policy Research, Inc., January 6, 1992.

“Statistical Analysis of Reported Actuarial Assumptions 1984 to 1987, John W. Lawrence, David A. Goodell, Steven R. Matthews.” Princeton, NJ: Mathematica Policy Research, Inc., November 27, 1991 (with Myles Maxfield).

“Database Tracking and Monitoring System Design Document.” Princeton, NJ: Mathematica Policy Research, Inc., November 5, 1991 (with Karen Hellmann and Andrew Bavier).

“Results of a Review of IRS Processing of 5500 Series Data, Reports Finalized in May and June 1991.” Princeton, NJ: Mathematica Policy Research, Inc., September 25, 1991 (with John Hall and Anthony J. Nastek).

“ERISA Information System, Edit Test Failures and Correspondence Rates, July 1, 1989 through June 30, 1991.” Princeton, NJ: Mathematica Policy Research, Inc., September 18, 1991 (with Kathryn L. Sonnenfeld and Steven C. Rioux).

“Results of a Review of IRS Processing of 5500 Series Data, Reports Finalized in February and March 1991.” Princeton, NJ: Mathematica Policy Research, Inc., September 10, 1991 (with John Hall and Anthony J. Nastek).

“ERISA Information System, Edit Test Failures and Correspondence Rates, July 1, 1988 through March 1, 1991.” Princeton, NJ: Mathematica Policy Research, Inc., June 20, 1991 (with Steven C. Rioux and Kathryn L. Sonnenfeld).

“ERISA Information System, Edit Test Failures and Correspondence Rates, July 1, 1989 through March 1, 1991.” Princeton, NJ: Mathematica Policy Research, Inc., June 20, 1991 (with Kathryn L. Sonnenfeld and Steven C. Rioux).

“Problems in Identifying 5500 Filings, Results of Plan Level Entity Control Research.” Princeton, NJ: Mathematica Policy Research, Inc., June 20, 1991 (with Steven C. Rioux, Darius Rips, and Anthony J. Nastek).

“Results of the Acceptance Test of the ERISA Information System.” Washington, DC: Mathematica Policy Research, Inc., June 17, 1991 (with Myles Maxfield, Darius Rips, Joshua Rozen, Carl G. Sonnenfeld, and others).

SELECTED PAPERS AND PUBLICATIONS (continued)

- “ERISA Information System, Edit Test Failures and Correspondence Rates, July 1, 1988 through December 31, 1990.” Princeton, NJ: Mathematica Policy Research, Inc., March 15, 1991 (with Steven C. Rioux and Kathryn L. Sonnenfeld).
- “Analysis of Computer Targeting Hits by Benchmark and Threshold Levels, Plan Year 1988 Data.” Princeton, NJ: Mathematica Policy Research, Inc., March 11, 1991 (with Richard Shin, Karen Hellman, Kathryn L. Sonnenfeld, Gail Kohn, and Michael Sullivan).
- “ERISA Information System, Edit Test Failures and Correspondence Rates, July 1, 1988 through September 30, 1990.” Princeton, NJ: Mathematica Policy Research, Inc., January 24, 1991 (with Steven C. Rioux and Kathryn L. Sonnenfeld).
- “ERISA Information System, Edit Test Failures and Correspondence Rates, July 1, 1989 through September 30, 1990.” Princeton, NJ: Mathematica Policy Research, Inc., January 24, 1991 (with Kathryn L. Sonnenfeld and Steven C. Rioux).
- “Results of the Reviews of IRS Processing of 5500 Series Data, Reports Finalized in August and September, 1990.” Princeton, NJ: Mathematica Policy Research, Inc., January 9, 1991 (with John Hall and Anthony J. Nastek).
- “Proposed Procedures for DFE Logging.” Princeton, NJ: Mathematica Policy Research, Inc., December 21, 1990 (with Judith Mathus).
- “Proposed Design for Processing of 1988 Direct Filing Entities.” Princeton, NJ: Mathematica Policy Research, Inc., November 14, 1990 (with Edward W. Hoke and Darius Rips).
- “Proposed Design for Processing of 1989 Direct Filing Entities.” Princeton, NJ: Mathematica Policy Research, Inc., November 14, 1990 (with Edward W. Hoke, Darius Rips, and Linda J. Sperling).
- “Results of the Reviews of IRS Processing of 5500 Series Data, Plan Year 1988.” Princeton, NJ: Mathematica Policy Research, Inc., September 12, 1990 (with John Hall and Anthony J. Nastek).
- “Problems in Identifying 5500 Filings, Results of Plan Level Entity Control Research.” Princeton, NJ: Mathematica Policy Research, Inc., June 20, 1990 (with Darius Rips and Carl G. Sonnenfeld).
- “ERISA Information System, Edit Test Failures and Correspondence Rates, July 1989-March 1990.” Princeton, NJ: Mathematica Policy Research, Inc., June 20, 1990 (with Kathryn L. Sonnenfeld and Linda J. Sperling).
- “Analysis of PWBA Computer Targeting Output, First and Second Quarter, Plan Year 1988.” Princeton, NJ: Mathematica Policy Research, Inc., June 20, 1990 (with Judith Mathus, Darius Rips, and Carl G. Sonnenfeld).
- “Problems in Identifying 5500 Filings, Results of Plan Level Entity Control Research.” Princeton, NJ: Mathematica Policy Research, Inc., June 20, 1990 (with Darius Rips and Carl G. Sonnenfeld).
- “Analysis of IRS Cost Data.” Princeton, NJ: Mathematica Policy Research, Inc., June 19, 1990 (with Carl G. Sonnenfeld).

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SELECTED PAPERS AND PUBLICATIONS (continued)

“Using the ERISA Access System.” Princeton, NJ: Mathematica Policy Research, Inc., February 12, 1990.

“Defending Hegemony: Foreign Economic Policy.” In *Kennedy's Quest for Victory, United States Foreign Policy, 1961-1963*, edited by Thomas G. Paterson. New York: Oxford University Press, 1989.

“PWBA Edit System and Edit Test Handbook.” Princeton, NJ: Mathematica Policy Research, Inc., September 1, 1989.

“Pension and Welfare Benefits Administration Computer Targeting Catalogue.” Princeton, NJ: Mathematica Policy Research, Inc., 1988.

“Data Specifications Package for ERISA Information System.” Princeton, NJ: Mathematica Policy Research, Inc., August 1, 1988.

“ERISA Data Dictionary.” Princeton, NJ: Mathematica Policy Research, Inc., April 19, 1988 (with Mike Watts).

“Development of the ERISA Edit System.” Washington, DC: Mathematica Policy Research, Inc./Hay/Huggins Co., Inc., 1987.

“Pension and Welfare Database Dictionary 1981-1983.” Princeton, NJ: Mathematica Policy Research, Inc., December 1, 1986.

“Processing 5500s: Findings from Creating a Research Data Base.” Princeton, NJ: Mathematica Policy Research, Inc., December 1, 1986.

The Pacific Alliance: Japan and United States Foreign Economic Policy, 1947-1955. Madison: University of Wisconsin Press, 1984.

“Report on a Survey of Undocumented Aliens in HHC Facilities, New York City.” Princeton, NJ: Mathematica Policy Research, Inc., 1983 (with Andrea Vayda and Eugene Ericksen).

“The Pacific Alliance: The United States and Japanese Trade Recovery, 1947-1954.” Ph.D. dissertation. Madison, WI: University of Wisconsin-Madison, 1981.

“The United States and Japanese Trade Recovery, 1950-1952.” Paper presented at the MacArthur Memorial Conference on the Occupation of Japan, 1978. Published in the conference proceedings.

PRESENTATIONS

“Native American Program Data Validation.” Presentation at the Midwest Native American Employment and Training Conference, New Orleans, September 23, 2003.

“State Program Data Validation Training.” Presentation at the Midwest Native American Employment and Training Conference, New Orleans, June 4, 2003 (with Jonathan Ladinsky).

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PRESENTATIONS (continued)

“The National Perspective on Measuring System Success.” Presentation at the One Step Conference, Anaheim, CA, August 2002.

“ERISA Filing Acceptance System (EFAST) Technical Requirements.” Pre-proposal conference presentation. U.S. Department of Labor, Washington, DC, November 12, 1997 (with Edward Hoke).

“The United States and Japan in Southeast Asia, 1947-1954.” Paper presented at the Amherst International Conference on the Occupation of Japan, 1980.

PROFESSIONAL MEMBERSHIP

American Society for Quality

11/07

GRACE FARRELL ROEMER
PROJECT DIRECTOR

EDUCATION

- 1998 Certified Quality Auditor, American Society for Quality
- 1995 AICP Certification, American Institute of Certified Planners
- 1992 M.S., Urban Planning, Columbia University
- 1985 B.A., History, Wesleyan University

POSITIONS

- 1995 - Mathematica Policy Research, Inc.
- 1994 - 1995 Chief of Staff, New York City Department of Finance, New York, NY
1992 - 1994 Executive Assistant to the First Deputy Commissioner
- 1991 - 1992 Planning Consultant, New York, NY
- 1988 - 1990 Project Manager, Boston Citywide Land Trust, Inc., Boston, MA
- 1986 - 1988 Cooperative and Condominium Specialist, Texas Management, Inc., New York, NY

EXPERIENCE

MATHEMATICA POLICY RESEARCH

Task Leader, Performance Reporting and Administrative Support for the Centers for Medicare & Medicaid Services (CMS) Medicaid Grant Initiatives (2006 -). As a subcontractor to Ascillon Corporation, assisting CMS in managing several grant programs established through the New Freedom and Ticket to Work (TtW) initiatives. Tasks include (1) designing and conducting a baseline assessment of each grant covered by the contract, (2) developing an approach to ongoing qualitative assessment of grantee reports, (3) designing and developing specifications for the Performance Monitoring Report (PMR) and the Targeted Follow-Up Report (TFUR), and (4) providing technical assistance to grantees as needed. Mathematica Policy Research, Inc. (MPR) will also make recommendations for improvements to existing grantee report formats. The programs covered by this project include Medicaid Infrastructure Grants (MIG) and several categories of Real Choice Systems Change (RCSC) grants.

Task Leader, Evaluation of the NYC Leadership Academy (2006 -). Assist in the design and implementation of a study of the effectiveness of an intensive principal training program in the New York City school district in contributing to the academic achievement of students. Collect principal and student records data from the district, conduct intensive case studies in a small set of schools, and oversee project management.

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EXPERIENCE (continued)

Project Director, Employment and Training Administration (ETA) Common Measures Reporting (2004 -). Responsible for the overall development of documentation to help the U.S. Department of Labor (DOL), ETA implement the Office of Management and Budget (OMB) common performance measures for job training and employment programs. Developing the OMB review package, burden estimates, and reporting specifications for the proposed ETA Workforce Investment Streamlined Reporting (WISPR) system, which will standardize record keeping and performance reporting across state-run ETA programs. Also developed OMB review packages, burden estimates, and reporting specifications for the Workforce Investment Act (WIA), Labor Exchange (LX), and Trade Adjustment Assistance (TAA) programs so that ETA could implement the OMB common measures during 2005-2006, by modifying existing reporting systems. Help prepare responses to public comments on the OMB packages.

Project Director/Task Leader, Employment and Training Administration (ETA) Data Validation and Quality Initiative (1998 -). In a series of projects, help ETA examine the current system of reporting, performance measurement, and data validation across all ETA programs. The project includes an analysis of current programs, including data requirements, reporting systems, data validation systems, and performance standards. Also includes helping ETA's key program staff to better understand the concepts of performance measurement and data validation and how they should be applied to ETA programs. Conducted a survey of workforce development experts regarding WIA performance measurement requirements and their potential impact on current reporting practices. Findings were incorporated into a report to ETA. Develop detailed specifications for calculating performance measures, and help develop reporting and validation software for several ETA programs based on these specifications. Programs include the WIA, LX, TAA, Welfare to Work (WtW) and Youth Opportunity (YO) programs. Also provide technical assistance to states and national program staff on reporting and data validation. Responsible for project management activities.

Project Director/Task Leader, Unemployment Insurance (UI) Data Validation Implementation (1995 -). In a series of projects, help ETA design and implement a UI data validation methodology. The methodology validates UI federal reports submitted by the states. The reports are used for program funding, performance measurement, federal statistics on unemployment rates and wages, and to measure compliance with the agency's Government Performance and Results Act (GPRA) goals. Collected documentation on employer contribution systems and federal reporting systems. Negotiated validation requirements with DOL and state workforce agencies (SWAs). Developed state-specific employer contributions data validation handbooks and oversaw development of a software application that helps states conduct data validation. Evaluated a pilot test for UI employer contribution reports. Maintain validation documentation and provide ongoing training and technical assistance to states and national program staff on UI reporting, data validation, and documentation. Also conduct IV&V reviews of validation efforts in several states.

Senior Program Analyst, Access, Participation, Eligibility, and Certification Study (APEC) (2005). Recruited school districts and formed letters of agreement with each district for this study of the National School Lunch Program (NSLP) and School Breakfast Program (SBP) for the U.S. Department of Agriculture (USDA), Food and Nutrition Service (FNS). The study provided national estimates of erroneous payments made under the NSLP and SBP and addressed participation and access issues related to administrative procedures designed to reduce erroneous payments.

EXPERIENCE (continued)

Senior Program Analyst, School Nutrition Dietary Assessment-III (SNDA-III) (2005). Recruited and scheduled school districts and schools, and sampled students for participation in this study for USDA, FNS. The study's goal was to assess the meals offered in NSLP and SBP, and the food actually consumed by students. During a 20-week window of the 2004-2005 school year, MPR administered separate surveys to school food authority (SFA) directors, principals, food service managers, students, and parents.

Project Director, Leadership in International Commercial Arbitration (2004 - 2005). Managed the design, implementation, and analysis of a telephone survey of advocates and arbitrators who work in the field of international commercial arbitration, both in the United States and abroad. The survey gathered information on the perceptions and experiences of 53 practitioners in the field using a hard-copy instrument, and achieved a 90 percent response rate during a six-week field period. The study was sponsored by the Global Center for Dispute Resolution Research. Findings from the survey were presented in a final report and a presentation at the Global Center's annual conference.

Senior Program Analyst, Unemployment Insurance (UI) Budget and Performance Linkage (2002 - 2005). Liaison to prime contractor on this study of the linkage between resources and performance in states' administration of the UI program. Developed presentation and final report chapter on state pilot projects conducted to evaluate budget and performance linkages. Coordinated with pilot states. Drafted and edited additional sections of the final project report.

Senior Program Analyst, Senior Community Service and Employment Program (SCSEP) Data Collection and Reporting System (2003 - 2004). Helped develop a data collection and reporting system that enables more than 700 SCSEP grantees and subgrantees to capture and report all the elements required to generate the SCSEP quarterly performance reports. Helped develop performance measurement and reporting specifications, and provided technical guidance to grantees and subgrantees on the use of the system.

Senior Program Analyst, Unemployment Insurance (UI) Performs Five-Year Review (2002 - 2003). Liaison to prime contractor and to DOL on this study of the first five years of UI Performs. UI Performs is the comprehensive performance measurement system for the UI system, and the project assessed the effectiveness of the existing UI Performs measures in evaluating state performance compared with GPRA and other performance goals. Coordinated selection of state data, data analysis, and development of graphics displaying five-year trends and other findings. Drafted sections of final report and oversaw report production.

Management/Operations Analyst, Employee Retirement Income Security Act (ERISA) Filing Acceptance System (EFAST) (1996 - 2002). EFAST is a technologically advanced system for processing Form 5500 Series filings; EFAST was designed to replace and improve the Internal Revenue Service (IRS) pipeline processing system. Analyzed requirements for EFAST for the DOL, Pension and Welfare Benefit Administration (PWBA). This included documentation and translation of the IRS pipeline system into EFAST functional requirements, documentation of requirements review with officials from PWBA and IRS, and drafting policy and technical issues for followup. Also included analysis and documentation of interagency coordination issues and procedures for the EFAST system. Coordinated efforts of project staff in monitoring private vendor selected to develop EFAST. Provided cost and contract management for all project task orders and master agreement. Responsible for analysis and reporting to MPR's principals on expenditures and progress. Prepared budgets and monthly reports and maintained liaison with the contracting officer's technical representative.

EXPERIENCE (continued)

Management/Operations Analyst, Direct Filing Entity (DFE) Database Design and Data Entry (1997 - 2001). This project supported the PWBA in its efforts to provide comprehensive statistics on the private pension plan universe and to analyze compliance with ERISA reporting requirements. Oversaw design and development of DFE processing system that allocated DFE and "other" assets reported by plans from DFE primary and "other" lines to primary investment lines on the Form 5500 balance sheet for both plan years. Oversaw coding and data entry of several thousand DFE investment accounts for each plan year to populate the DFE database. For plan year 1994, project team directly identified primary investment categories for 65.4 percent of the \$936 billion in plan assets invested in DFEs, and used statistical imputation to identify the remaining 34.6 percent. For plan year 1996, project team directly identified 75 percent of the \$1.3 trillion in plan assets invested in DFEs and used statistical imputation to identify the remaining 25 percent. Responsible for project management activities.

Management/Operations Analyst, Assist Pension Welfare and Benefits Administration (PWBA) in the Analysis of Form 5500 Series Filer Burden (1998 - 1999). Helped develop a data collection methodology to update the estimate of Form 5500 filer burden. Data collection and analysis included convening a panel of technical experts, designing data analysis table shells, and drafting a final report that included discussion of methodology, baseline findings, and analysis of the change in burden between filing years.

New York City Department of Finance

As *Chief of Staff (1994 - 1995)* to the commissioner and first deputy commissioner, acted as liaison to external agencies, public officials, and others on special projects, general inquiries, and constituent affairs. Represented agency on intergovernmental task forces related to economic development. Coordinated interagency projects on affinity credit cards and business improvement districts. Developed work plans, assigned responsibilities, and briefed commissioner, first deputy commissioner, and mayor's office. Managed the executive office, including a \$1.2 million budget, personnel, information systems and computers, and facilities.

As *Executive Assistant (1992 - 1994)* to the first deputy commissioner, acted as liaison to operating divisions, chief internal auditor, integrated tax database, and LAN/WAN development groups. Coordinated and set agendas for cabinet, group leaders, and unit review meetings; prepared slide presentation and speaking points; and drafted briefing papers and commissioner's reports to mayor. Conducted projects related to property tax exemptions for low-income housing, business tax collections, real estate payment processing, foreclosed properties, and street vendors. Organized annual press package announcing citywide property assessments. Helped establish new bureau for the informal settlement of tax disputes, developed computer specifications and management reporting criteria, and handled personnel and facilities issues.

Planning Consultant

As *Coauthor of Planning Study (1991 - 1992)* with Dr. Elliott Sclar for Manhattan Community Board #4, analyzed land use, zoning, demographics, community participation, housing, and commercial development in an evaluation of the Special Clinton District, an antigentrification zoning regulation designed to preserve the physical scale and socioeconomic diversity of the Clinton neighborhood.

GRACE FARRELL ROEMER

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EXPERIENCE (continued)

Boston Citywide Land Trust, Inc.

As *Project Manager (1988 - 1990)* for a nonprofit agency dedicated to the creation and preservation of affordable housing through the community land trust (CLT) model, managed acquisition and development of a 122-unit lodging house, negotiated purchase agreement, secured \$4 million in public and private financing, and selected and oversaw development team. Coordinated property management and resident relocation for an 11-building, 74-unit scattered-site family housing project under renovation and conversion to limited equity cooperative. Developed affordable rent policy for nonsubsidized households and implemented a landlord and tenant grievance panel. Coauthored a document outlining a systematic method for monitoring compliance with CLT ground leases.

Texas Management, Inc.

As *Cooperative and Condominium Specialist (1986 - 1988)* for a Manhattan real estate investment/management company, compiled offering plans for conversions of rental buildings, managed sponsor/tenant negotiations, and marketed and sold apartments. Secured \$6.5 million in institutional and private financing, developed and presented mortgage proposals to lenders, and managed loan negotiations and closings.

PUBLICATIONS

“TAA Data Validation Software Version 2.0 User Handbook.” Princeton, NJ: Mathematica Policy Research, Inc., December 5, 2006 (with Tom Armington and Jonathan Ladinsky).

“WIA and LX DRVS 6.3 User Handbooks.” Princeton, NJ: Mathematica Policy Research, Inc., November 13, 2006 (with Jonathan Ladinsky, William Borden, Yingying Xu, Tom Armington, Brandon Kyler, and Robbi Ruben-Urm).

“WISPR OMB Package Documentation.” Princeton, NJ: Mathematica Policy Research, Inc., June 6, 2006 (with William Borden, Jonathan Ladinsky, and Gail Kohn).

“Revised ET 406 Data Preparation Handbook: ETA 9002 Report and VETS 200 Report.” Princeton, NJ: Mathematica Policy Research, Inc., March 2, 2006 (with William S. Borden, Gail Kohn, and Brandon Kyler).

“Recent Practice/Future Possibilities: A Survey of Practitioners in International Commercial Arbitration.” Princeton, NJ: Mathematica Policy Research, Inc., May 6, 2005 (with Martha Kovac and Melissa Miller).

“WIA, TAA, and LX OMB Package Documentation.” Princeton, NJ: Mathematica Policy Research, Inc., February 24, 2005 (with William Borden, Jonathan Ladinsky, and Gail Kohn).

“Revised EMILE OMB Package Documentation.” Princeton, NJ: Mathematica Policy Research, Inc., June 17, 2004 (with William Borden, Jonathan Ladinsky, and Gail Kohn).

“Comparison of Data Validation Software Calculations and UI Required Report Calculations.” Princeton, NJ: Mathematica Policy Research, Inc., March 3, 2004 (with William Borden and Gail Kohn).

GRACE FARRELL ROEMER

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PUBLICATIONS (continued)

- “UI Performs Final Report.” Princeton, NJ: Mathematica Policy Research, Inc., November 30, 2003 (with William Borden, Michelle VanNoy, and Todd Anderson).
- “UI Tax Data Validation Software Version 1.5 and Software User’s Guide.” Princeton, NJ: Mathematica Policy Research, Inc., August 21, 2003 (with Nakis Evgeniou and Brandon Kyler).
- “Revised Youth Opportunity Program Reporting and Performance Specifications.” Princeton, NJ: Mathematica Policy Research, Inc., October 30, 2001 (with William S. Borden).
- “1996 Pension Plan and DFE Files.” Princeton, NJ: Mathematica Policy Research, Inc., September 15, 2001 (with William S. Borden and Anthony Nastek).
- “DOL ETA Validation Requirements Assessment.” Princeton, NJ: Mathematica Policy Research, Inc., April 17, 2001 (with William S. Borden, Brandon Kyler, and Robbi Ruben-Urm).
- “1994 Pension Plan and DFE Files.” Princeton, NJ: Mathematica Policy Research, Inc., September 27, 2000 (with William S. Borden and Anthony Nastek).
- “Training and Employment Guidance Letter Attachment C: Guidance for Calculating WIA Core Measures.” Princeton, NJ: Mathematica Policy Research, Inc., March 6, 2000 (with William Borden).
- “Calculating Workforce Investment Act Performance Measurement Indicators.” Princeton, NJ: Mathematica Policy Research, Inc., March 3, 2000 (with William S. Borden and Matthew Haynes).
- “The Workforce Investment Act of 1998: Performance Measurement and Data Integrity Issues.” Princeton, NJ: Mathematica Policy Research, Inc., October 29, 1999 (with William Borden and Robbi Ruben-Urm).
- “Estimates of the Burden for Filing Form 5500.” Princeton, NJ: Mathematica Policy Research, Inc., September 29, 1998 (with William S. Borden, Christopher F. Tallman, R. Matthew Haynes, Gail Kohn, and Robbi Ruben-Urm).
- “EFAST Independent Government Cost Estimate.” Final report. Princeton, NJ: Mathematica Policy Research, Inc., February 19, 1998 (with Christopher Tallman, William Borden, Peter T. Higgins, Kathleen M. Higgins, and Myles Maxfield).
- “EFAST Entity Control Requirements Analysis.” Draft report. Princeton, NJ: Mathematica Policy Research, Inc., October 21, 1997 (with William S. Borden, Christopher Tallman, Tony Nastek, and Robbi Ruben).
- “Data Validation Handbook, Volume I: Benefits and Volume II: Employer Contributions.” Submitted to the New Hampshire Department of Employment Security. Separate customized volumes with state-specific data system specifications submitted for 53 SESAs. Princeton, NJ: Mathematica Policy Research, Inc., May 31, 1997 (with William S. Borden and Robbi L. Ruben).
- “ERISA Filing Acceptance System (EFAST): Test of Alternative EFAST Designs.” Princeton, NJ: Mathematica Policy Research, Inc., October 22, 1996 (with Christopher F. Tallman, Anthony Nastek, William S. Borden, Edward W. Hoke, and Perrylyn Adams).

GRACE FARRELL ROEMER

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PUBLICATIONS (continued)

“Towards a New Planning Process: Urban Restructuring and Growth Management.” Graduate thesis.
New York: Columbia University, 1992.

PRESENTATIONS

“The Global Center Survey of Leading Practitioners: Patterns and Trends in International Commercial Arbitration and the Management of Proceedings.” Presentation of Survey Findings at the Global Center for Dispute Resolution Annual Research Conference, New York, May 24, 2005 (with Melissa Miller).

“Data Validation and the ETA 581.” Paper presented at the National Unemployment Insurance Tax Conference, St. Louis, August 6, 2003.

“The University as Community Citizen.” Paper presented at the New School for Social Research, Seminar on the University, New York, 1995.

AWARDS AND HONORS

1992 Robert C. Weinberg Award for Academic Excellence

KEVIN J. CONWAY
SENIOR PROGRAM ANALYST

EDUCATION

2000 M.A., Political Science, American University
1993 B.A., Political Science, summa cum laude, Fairleigh Dickinson University

POSITIONS

2006 - Mathematica Policy Research, Inc.
2005 - 2006 Researcher, American University, Washington, DC
2001 - 2005 U.S. Government Accountability Office, Washington, DC
2003 - 2005 Senior Analyst
2001 - 2003 Analyst
1996 - 2001 American University, Washington, DC
1999 - 2001 Lead Researcher
1998 - 1999 Research Assistant
1998 Lecturer
1996 - 1998 Research/Teaching Assistant
1993 - 1995 Senior Case Manager, Liberty Mutual Insurance Co., Roseland, NJ
1992 - 1993 Project Administrator, AKZO America, Inc., Dobbs Ferry, NY
1991 Assistant Legislative Correspondent, U.S. Senator Bill Bradley, Washington, DC

EXPERIENCE

MATHEMATICA POLICY RESEARCH

Senior Program Analyst, Unemployment Insurance (UI) Data Validation Implementation (2007 -).
Assist with independent verification and validation (IV&V) reviews of state UI benefits and tax data systems; analyze state implementation of the U.S. Department of Labor (DOL), Employment and Training Administration (ETA) data validation program and state system data quality. This evaluation is conducted under direct state contracts.

American University

As *Researcher (2005 - 2006)*, examined congressional decision making on party-centered roll call votes by rank-and-file members of the U.S. House, 102nd through 105th Congresses. Conducted in-depth research on members who voted against party lines.

KEVIN J. CONWAY

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EXPERIENCE (continued)

U.S. Government Accountability Office

As *Senior Analyst/Analyst (2001 - 2005)*, oversaw all aspects of requests from the U.S. Congress and congressional committees, including the initial scoping, design, audit work, briefings, presentations, and publication of reports and testimony. Directed or contributed to publications. Led effort to examine the human capital considerations relevant to continuity of operations, working closely with the Federal Emergency Management Agency (FEMA). Managed work with the House Transportation and Infrastructure Committee and the Federal Aviation Administration (FAA) to improve congressional oversight.

American University

As *Lead Researcher (1999 - 2001)* through a Pew Charitable Trust grant, investigated performance management initiatives within the Social Security Administration (SSA) in response to the Government Performance and Results Act of 1993.

As *Research Assistant (1998 - 1999)*, investigated lobbying activities of selected interest groups that were Democratic and Republican favorites both pre- and post-1994 midterm elections. Researched the public provision of private goods, such as music programs, at the elementary and secondary school levels.

As *Lecturer (1998)* for the Department of Government in the School of Public Affairs, lectured on congressional and legislative behavior.

As *Research/Teaching Assistant (1997 - 1998)*, investigated the impact the Republican class of 1994 had on the party leadership. Assisted in the preparation of various courses, graded term papers and exams, and lectured on various topics. As *Teaching Assistant (1996 - 1998)*, tutored graduate students in quantitative statistics and methods. Researched the witness protection programs of foreign nations for comparison with U.S. initiatives.

Liberty Mutual Insurance Co.

As *Senior Case Manager (1993 - 1995)*, negotiated bodily injury and property damage settlements for multiple lines of insurance, including auto, general liability, product liability, and environmental insurance. Supervised national accounts team responsible for insured clients with a minimum premium of \$5 million and reduced caseload by more than 35 percent. Scheduled, prepared, and presented quarterly claims reviews.

AKZO America, Inc.

As *Project Administrator (1992 - 1993)*, authored extensive study that explored obstacles African American males face in corporate America; recommended innovative solutions.

KEVIN J. CONWAY

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EXPERIENCE (continued)

U.S. Senator Bill Bradley

As *Assistant Legislative Correspondent (1991)*, researched and drafted correspondence to constituents, government officials, and business leaders on major legislative issues. Attended congressional committee hearings and Senate floor debates and prepared summaries.

PUBLICATIONS

“Architect of the Capitol: Mid Year Status Report on Implementation of Management Review Recommendations.” Washington, DC: Government Accountability Office, July 2004.

“Human Capital: Opportunities to Improve Federal Continuity Planning Guidance.” Washington, DC: Government Accountability Office, April 2004.

“Architect of the Capitol: Management and Accountability Framework Needed for Organizational Transformation.” Washington, DC: Government Accountability Office, January 2003.

“The Social Security Administration and Performance Management.” In *Faster, Cheaper, Better? Performance Management in American Government*, edited by Dall Forsythe. New York: Rockefeller Institute Press, 2001 (with Walter Broadnax).

TESTIMONY

“Human Capital: Observations on Agencies’ Implementation of the Chief Human Capital Officers Act.” Testimony presented to Congress, May 2004.

“Architect of the Capitol: Management and Accountability Framework Needed to Lead and Execute Change.” Testimony presented to Congress, April 2002.

PRESENTATIONS

“Defections, Defectors, and Individual Voting Decisions.” Paper presented at the Southern Political Science Association Annual Meeting, Providence, RI, 2002.

“Party Defectors on Roll Call Votes in the U.S. House of Representatives: Who They Are.” Paper presented at the Southern Political Science Association Annual Meeting, Atlanta, 2000.

“Campaigning in Des Moines and Los Angeles: What’s the Difference?” Paper presented at the Southern Political Science Association Annual Meeting, Savannah, GA, 1999 (with David Dulio).

“Some Consequences of Changing Majorities in the U.S. House of Representatives (1991 - 1996): Leaders and Advocates in Pursuit of Policy.” Paper presented at the Southern Political Science Association Annual Meeting, Savannah, GA, 1999 (with Christine DeGregorio).

KEVIN J. CONWAY

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PRESENTATIONS (continued)

“Representation and Minority Interests.” Invited discussant at the American Political Science Association Annual Meeting, Atlanta, 1999.

“Republican Newcomers to the U.S. House of Representatives: A Resource to Party Leaders.” Paper presented at the American Political Science Association Annual Meeting, Boston, 1998 (with Christine DeGregorio).

AWARDS AND HONORS

2004	Spot Award, GAO Strategic Issues Team
2002	GAO Award for Outstanding Achievement and Teamwork
2000 - 2001	Congressional Research Award, the Dirksen Congressional Center

BRANDON NUGENT KYLER
SENIOR PROGRAM ANALYST

EDUCATION

- 1996 M.P.A., Policy Analysis and Program Evaluation, George Washington University
1994 B.A., Political Science, George Washington University

POSITIONS

- 2000 - Mathematica Policy Research, Inc.
1997 - 2000 State of New Jersey, Trenton, NJ
1999 - 2000 Human Resource Consultant
1997 - 1998 Claims Examiner
1996 - 1997 Producer, Major League Baseball, New York, NY

EXPERIENCE

MATHEMATICA POLICY RESEARCH

Senior Program Analyst, Employment and Training Administration (ETA) Common Measures Reporting (2004 -). Assist the project sponsor, U.S. Department of Labor (DOL), ETA, in implementing Office of Management and Budget (OMB) common performance measures for job training and employment programs. Prepare responses to public comments, and develop common measures specifications and functional requirements. Test and implement each new version of the Labor Exchange (LX) and Workforce Investment Act (WIA) data reporting and validation software (DRVS). Provide training and technical assistance to federal program staff and DRVS users in every state.

Senior Program Analyst, Unemployment Insurance (UI) Data Validation Implementation (2001 -). Under direct state contracts, conduct independent reviews of state UI benefits and tax data systems; analyze UI data validation program implementation and data quality. Maintain technical documentation including validation handbooks, file specifications, sampling, and duplicate detection. Conduct independent verification and validation (IV&V) reviews of the UI data validation effort in several states. Manage state contracts. Under prior projects, oversaw technical aspects of the development, testing, and implementation of data validation software provided to state workforce agencies. The software sorts state files into specified subgroups, calculates report elements, compares reported counts to validation counts, draws samples, and produces worksheets and summary and analytical reports. Provided technical assistance to federal program staff and state software users.

Senior Program Analyst, Senior Community Service Employment Program (SCSEP) Data Collection and Reporting System (2003 - 2005). Helped develop a data collection and reporting system that enabled more than 700 SCSEP grantees and subgrantees to capture and report quarterly performance data. Developed performance measurement and reporting specifications and technical documentation. Provided technical assistance to subgrantees on the use of the system. This project was sponsored by DOL, ETA.

BRANDON NUGENT KYLER

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EXPERIENCE (continued)

Senior Program Analyst, Employment and Training Administration (ETA) Data Validation and Quality Initiative (2000 - 2005). Analyzed reporting systems, data validation systems, performance standards, and current initiatives and work products across all ETA programs. Developed a database of data element, report element, and performance measurement requirements for each program, and developed database reports to organize and compare requirements across programs. Oversaw technical aspects of validation software application development for several programs, and provided technical assistance to state and grantee software users. Specifically, led development of a software application for states to use in generating quarterly performance reports and performing data validation of the Employment Service 9002 and 200 reports.

Program Analyst, Monitoring the Employee Retirement Income Security Act (ERISA) Filing Acceptance System (EFAST) Vendor (2000). Helped monitor contractors for ERISA, EFAST, for DOL, Pension and Welfare Benefits Administration (PWBA). Analyzed deficiencies in EFAST system and performed quality control in preparation for system acceptance testing.

State of New Jersey

As *Human Resource Consultant (1999 - 2000)* in the Department of Personnel, supervised staff in administration. Coordinated performance tests for prospective candidates. Developed and maintained database systems for a pilot program to streamline business practices. Developed and integrated a resume skills management system into new pilot projects. Designed and implemented departmental program evaluation that focused on process reengineering and customer service.

As *Claims Examiner (1997 - 1998)* in the Department of Labor, interviewed several hundred claimants and employers in person and by telephone, and determined their eligibility for unemployment compensation. Advised claimants on policies and procedures of state unemployment law and provided assistance in procuring jobs for unemployed claimants.

Major League Baseball

As *Producer (1996 - 1997)*, wrote and edited articles and features for the official website. Using the latest web technology, conducted telephone and in-person interviews with more than 30 professional players, conducted online chats, and produced audio and video material for the site.

SELECTED PAPERS AND PUBLICATIONS

“ETA 9002 and VETS 200 Data Validation and Reporting Software Version 1.7 and Software User’s Guide.” Princeton, NJ: Mathematica Policy Research, Inc., November 10, 2003 (with Grace Roemer, Nakis Evgeniou, and Joseph Liotine).

“Updated ETA Programs Database.” Princeton, NJ: Mathematica Policy Research, Inc., October 10, 2003 (with Jonathan Ladinsky and Matthew T. Werner).

“UI Tax Data Validation Software Version 1.5 and Software User’s Guide.” Princeton, NJ: Mathematica Policy Research, Inc., August 21, 2003 (with Nakis Evgeniou and Grace Roemer).

BRANDON NUGENT KYLER

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SELECTED PAPERS AND PUBLICATIONS (continued)

“UI Benefits Data Validation Software Version 1.6 and Software User’s Guide.” Princeton, NJ: Mathematica Policy Research, Inc., August 7, 2003 (with Nakis Evgeniou and Robbi Ruben-Urm).

“ETA Programs Database and User Guide.” Princeton, NJ: Mathematica Policy Research, Inc., April 22, 2003 (with William S. Borden and Jonathan Ladinsky).

“Welfare to Work Version 1.3 Validation Software, Technical Guidance and User Guide.” Princeton, NJ: Mathematica Policy Research, Inc., February 13, 2003 (with William S. Borden, Grace Roemer, Jonathan Ladinsky, Robbi Ruben-Urm, Matthew T. Werner, and Nakis Evgeniou).

“Unemployment Insurance (UI) Benefits Data Validation Software Application.” Princeton, NJ: Mathematica Policy Research, Inc., January 15, 2002 (with William Borden and Nakis Evgeniou).

“Revised ET 406 Data Preparation Handbook: ETA 9002 and VETS 200.” Princeton, NJ: Mathematica Policy Research, Inc., November 1, 2001 (with William S. Borden and Grace Farrell Roemer).

“DOL ETA Validation Requirements Assessment.” Princeton, NJ: Mathematica Policy Research, Inc., April 7, 2001 (with William S. Borden, Grace Farrell Roemer, and Robbi Ruben-Urm).

SYSTEM AND LANGUAGES

Software: Access, Excel, Word, PowerPoint, FoxPro, HTML, Adobe Photoshop, Illustrator and Premier, Goldwave and Real Audio Encoder, SQL, Visual Basic, SAS, SPSS+, Resumix

AMY WODAREK O'REILLY
PROGRAM ANALYST

EDUCATION

2007 M.P.A, Ohio State University
2004 B.A., Spanish, magna cum laude, St. Louis University
2004 B.A., History, magna cum laude, St. Louis University

POSITIONS

2007 - Mathematica Policy Research, Inc.
2006 - 2007 Medicaid Health Systems Analyst, Ohio Health Plans, Columbus, OH
2004 - 2005 Inside Sales Representative, IC Flow Controls, Inc., Rossford, OH
2003 - 2004 Intern, Robert E. Faerber, Esq., Clayton, MO
1999 - 2004 Lead Supervisor, St. Louis Gateway Arch, St. Louis, MO

EXPERIENCE

MATHEMATICA POLICY RESEARCH

Program Analyst, Unemployment Insurance (UI) Data Validation Implementation (2007 -). Assist with independent verification and validation (IV&V) reviews of state UI benefits and tax data systems; analyze state implementation of the U.S. Department of Labor (DOL), Employment and Training Administration (ETA) data validation program and state system data quality. This evaluation is conducted under direct state contracts.

Ohio Health Plans

As Medicaid Health Systems Analyst (2006 - 2007) for the Ohio Department of Job and Family Services, researched and synthesized federal and state cost avoidance initiatives, as well as reimbursement methodologies and policies, for senior level managers and the governor. Analyzed Medicaid's hospital reimbursement system by conducting statistical analysis, using cost to charge and inflationary methods. Collected and verified hospitals' national provider identifiers to comply with the Health Insurance Portability and Accountability Act (HIPAA). Drafted administrative rules for Ohio and priced medical procedure codes. Participated in committees on quality and pay for performance to research priority issues and make recommendations.

AMY C. WODAREK

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EXPERIENCE (continued)

IC Flow Controls, Inc.

As *Inside Sales Representative (2004 - 2005)*, coordinated sales efforts between German, Mexican, and U.S. operations. Translated sales documents to and from Spanish to ensure successful completion of transactions. Processed sales and purchase orders and created promotional materials for clients. Managed company affairs as backup to the vice president of sales.

Robert E. Faerber, Esq.

As *Intern (2003 - 2004)*, researched case information and managed client communications. Served as a liaison with the St. Louis County and City Courts. Assisted in administrative and operations tasks.

St. Louis Gateway Arch

As *Lead Supervisor (1999 - 2004)* for the B1-State Development Agency, developed, advanced, and operated entertainment and transportation enterprises. Instrumental in planning, implementing, and evaluating multiple projects, including developing the Gateway Arch call center and redesigning the employee performance evaluation system.

AWARDS

Dean's List, St. Louis University
St. Louis University Dean's Scholarship
Missouri Higher Education Academic Scholarship

SYSTEMS

Software: Word, Excel, PowerPoint, Access, Outlook, SPSS, SAS

LANGUAGES

Spanish: Reads, writes, comprehends, and speaks

MICHAEL KERACHSKY
PROGRAM ASSOCIATE

EDUCATION

2007 B.A., Political Science, magna cum laude, Rider University

POSITIONS

2007 - Mathematica Policy Research, Inc.

2006 - 2007 Sales Associate, Mapleton Nurseries, Kingston, NJ

2004 Intern, SUNY/Veliky Novgorod Orphanage, Veliky Novgorod, Russia

2000 - 2003 Administrative Assistant, Mathematica Policy Research, Inc., Princeton, NJ

EXPERIENCE

Mapleton Nurseries

As *Sales Associate (2006 - 2007)*, organized and supervised field crew. Prioritized duties to achieve efficient workflow. Used interpersonal skills and subject knowledge to assist commercial clients in plant selection and purchases. Forecasted sales prior to annual ordering cycle and maintained current stock.

SUNY/Veliky Novgorod Orphanage

As *Intern (2004)*, coordinated educational activities for teenage children. Acquired knowledge of budgeting for state-run programs.

Mathematica Policy Research, Inc.

As *Administrative Assistant (2000 - 2003)*, performed administrative services for social policy surveys. Assisted the survey director in obtaining a nationally representative sample of Americans to measure changes in the health care system. Assisted the field manager in processing interviewer reports demonstrating success in participant interviews in the federal Welfare-to-Work (WtW) program for adults with employment barriers.

SOFTWARE

Software: Microsoft Word, Excel

LANGUAGES

Russian: Conversation, reading, writing

9/07

ROBBI L. RUBEN-URM
PROGRAM ANALYST

EDUCATION

- 1998 M.A., Communication and Information Studies, Rutgers University
1993 B.A., Communication, Douglass College, Rutgers University

POSITIONS

- 1994 - Mathematica Policy Research, Inc.
1993 - 1994 Premium Accounting Specialist, Chubb and Sons Insurance Company, Warren, NJ

EXPERIENCE

MATHEMATICA POLICY RESEARCH

Program Analyst, Employment and Training Administration (ETA) Data Validation and Quality Initiative (1998 -). Assist the U.S. Department of Labor (DOL), ETA in examining the current system of reporting, performance measurement, and data validation across all ETA programs. Conducted survey of workforce development experts regarding Workforce Investment Act (WIA) performance measurement requirements and their potential impact on current reporting practices. Helped develop detailed specifications for calculating performance measures for several ETA programs. The project analyzes current programs and helps ETA's key program staff to better understand how to apply performance measurement and data validation to ETA programs.

Program Analyst, Unemployment Insurance (UI) Data Validation Pilot Test, Training, and Implementation Projects (1997 -). Provide technical assistance in development of state-specific benefits data validation handbooks produced by a database system. Assist with independent verification and validation (IV&V) reviews of the UI data validation effort in several states. Provided analysis and technical assistance in development of a pilot test of data validation methodology. Developed a training program including 250 presentation slides and 10 detailed simulations of actual validation exercises for state and federal UI staff. Helped develop a data validation software application and user's guide.

Program Analyst, Assessment of Computer Matching in the Food Stamp Program (FSP) (1998 - 2002). Developed instrument and collected data on this study for the U.S. Department of Agriculture (USDA), Food and Nutrition Service (FNS). Coauthored final report on findings from the U.S. Census. The data collection methodology included executive interviews with key staff in each state to obtain information on the state's use of various database matching systems to detect fraud and abuse of food stamps.

Program Analyst, Employee Retirement Income Security Act (ERISA) Data Processing and Analysis Activities (1997 - 1999). Helped develop requirements for the ERISA Filing Acceptance System (EFAST) for the DOL, Pension and Welfare Benefits Administration (PWBA). Participated in vendor design and IRS documentation review. Oversaw development of the quality control and quality assurance system. EFAST, a technologically advanced system, replaced the labor-intensive procedures of the Internal Revenue Service (IRS) for processing approximately 1.2 million employee benefit plan annual report forms (Form 5500 Series reports).

ROBBI L. RUBEN-URM

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EXPERIENCE (continued)

Program Analyst, Assist Pension Welfare and Benefits Administration (PWBA) in the Analysis of Form 5500 Series Filer Burden (1998). Helped develop a data collection methodology to update the estimate of Form 5500 filer burden. Involved in coordinating data collection, which included convening a panel of technical experts and conducting in-depth qualitative interviews.

Program Analyst, Performance Measurement Review Project (1994 - 1997). Served as lead analyst on a project that analyzed and evaluated the UI Required Reports and Performance Measurement Review Project. The project, for the New Hampshire Department of Employment Security and the DOL, Unemployment Insurance Service (UIS), included the development and implementation of a performance assessment system, a federal reporting system, and a data validation system for 53 state employment security agencies (SESAs).

Helped design a UI data reporting and validation model that documented the SESA benefits databases and how 14 federal reports, containing 1,100 monthly and quarterly reporting elements, were tabulated by each state. Oversaw on-site data collection of reporting system specifications in 53 SESAs and developed 53 state-specific data validation protocols, using ACCESS database technology. Served as principal technical liaison between the federal government and state agencies for documenting state systems. Coauthored data validation procedures handbook for all states.

Also contributed to the development of the methodology to validate employer contribution reports in 53 SESAs. Conducted on-site analysis of employer contribution systems in 25 states. Wrote 25 state-specific employer data validation handbooks, documenting all data elements and reporting logic for state reporting and federal validation.

Survey Associate, Evaluation of the Tech-Prep Education Program (1994 - 1995). Maintained a Paradox database to track all responses. Organized and supervised mailing of state and local survey materials. Provided assistance to state and local coordinators on all aspects of the survey. This evaluation, conducted for the U.S. Department of Education (ED), documented the number and growth of Tech-Prep programs, their characteristics, the institutions involved, the populations they serve, and their planning and implementation activities; and identified effective practices. The evaluation included a mail survey with telephone followup of 53 state-level Tech-Prep coordinators, conducted twice; a mail survey with telephone followup of approximately 1,000 local Tech-Prep programs, conducted annually for four years; and in-depth case studies of 10 local programs, conducted four times.

Chubb and Sons Insurance Company

As *Premium Accounting Specialist (1993 - 1994)* for insurance agents and brokers, researched premium discrepancies and audited account activity.

SELECTED PAPERS, PUBLICATIONS, AND PRESENTATIONS

“Welfare to Work Version 1.3 Validation Software, Technical Guidance, and User Guide.” Princeton, NJ: Mathematica Policy Research, Inc., February 13, 2003 (with William S. Borden, Grace Roemer, Jonathan Ladinsky, Brandon Kyler, Matthew T. Werner, and Nakis Evgeniou).

SELECTED PAPERS, PUBLICATIONS, AND PRESENTATIONS (continued)

“Revised Data Validation Handbook: Benefits Generic Modules.” Princeton, NJ: Mathematica Policy Research, Inc., January 16, 2002 (with William Borden).

“UI Benefits Data Validation Software User Guide.” Princeton, NJ: Mathematica Policy Research, Inc., January 15, 2002 (with Brandon Kyler).

“Technical Guidance for Welfare-to-Work Reporting and Validation.” Draft report. Princeton, NJ: Mathematica Policy Research, Inc., January 8, 2002 (with William S. Borden, Jonathan Ladinsky, and Grace Farrell Roemer).

“Welfare to Work Technical Guidance for Performance and Reporting—Region VI.” Presentation to ETA Region VI States, June 5, 2001 (with William Borden).

“An Assessment of Computer Matching in the Food Stamp Program.” Princeton, NJ: Mathematica Policy Research, Inc., May 15, 2001 (with William S. Borden).

“DOL ETA Validation Requirements Assessment.” Princeton, NJ: Mathematica Policy Research, Inc., April 17, 2001 (with William S. Borden, Grace Roemer, and Brandon Kyler).

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“Oregon Data Validation Handbook, Volume II: Employer Contributions, National Prototype.” Submitted to the New Hampshire Department of Employment Security. Princeton, NJ: Mathematica Policy Research, Inc., January 10, 1997 (with William S. Borden and Grace F. Roemer).

“Nevada UI Data Validation Handbook: National Prototype.” Report submitted to the State of New Hampshire. Princeton, NJ: Mathematica Policy Research, Inc., May 15, 1996 (with William S. Borden and Grace F. Roemer).

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EMPLOYMENT EXPERIENCE

U.S. Department of Labor (Highlights)

2001 – 2005 - Manpower Development Specialist, ETA, Office of Workforce Investment. Team leader for Program Performance for the Office of Adults & Dislocated Workers. Responsible for overseeing implementation of common measures, data validation, and the integration of budget and performance issues for the WIA adult programs. Effectively represented the office with GAO, OIG and OMB in their efforts to ensure integrity in the various aspects of ETA's training programs. Developed and maintained long and short-term strategic planning to facilitate the achievement of the Agency's mission, consistent with key agency policies and priorities. Effectively provided the necessary scheduling, guidance, and instructions to team members to ensure projects were completed in a timely manner.

1998–2001 - Unemployment Insurance (UI) Program Specialist, USDOL, Regional Office. Worked with Atlanta Region State UI agencies in the UI program areas of Benefit Payment Control, Tax Performance Measures, State Quality Service Plans, Internal Security and Data Validation. Served as the team leader for the Benefit Quality Control Program and was responsible for compliance of the federal Quality Control program by the eight States in Region 3. Responsible for close federal monitoring of staff overseeing the QC program. Negotiated changes and revisions with state UI directors where appropriate. Participated in national, regional, and state meetings and workgroups with USDOL National Office and States on program policy considerations. Served as regional lead for the Benefit Payment Control, Data Validation and Remote Initial Claims programs and conducted on-site reviews of State operations in these areas. Reviewed state reports for accuracy of data collected and provided analysis as required.

1997-98 - Manpower Development Specialist for Job Corps in Dallas Regional Office. Worked as a project manager for the New Orleans and Shreveport Job Corps centers. My duties consisted of conducting quarterly on-site visits to assigned centers to ensure that resources provided were being properly utilized; working with contractor staff which operated the centers to make necessary revisions and improvements to enhance service to students; and participated in annual reviews of all Job Corps Centers located in the Dallas region.

1995-97 – Unemployment Insurance (UI) Program Specialist, USDOL, National Office UI Revenue Quality Control (QC) Program. Worked with the Tax Performance System in the implementation of a performance measurement system for state tax agencies. Assisted with the development and design of a data validation study to ascertain how accurately states were reporting tax information on the ETA 581 report. Responsible for drafting contracts and conducting pilot studies in several states with different data gathering methodologies. Provided guidance to regional offices in overseeing the implementation for tax quality measurements in all states, and reviewed regional office monitoring reports for consistency.

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IPA from State of Alabama on detail to USDOL

1989-95 - Participated in on-site reviews of numerous state tax programs, and studied the revenue methodologies utilized in the various tax operations. Assisted in compiling descriptions and in making comparative analyses of tax operations and in formulating policy design issues for the development and implementation of a quality control program for state tax programs. Assisted with the development and design of a benefit charging study to ascertain how accurately states were charging employer accounts. Acted as a representative for USDOL as a member of the Simplified Tax and Wage Reporting System (STAWRS) task force to study the feasibility of combining the filing of employer wage reports.

State of Alabama, Department of Industrial Relations

1969-89 - Worked in almost every area of the unemployment insurance program, local and central office operations, - Tax, Benefits, Appeals, Internal Security, Benefit Payment Control and Quality Appraisal Reviews. Served as the Chairman for the Automated Benefit Payment & Benefit Charging System in 1985-1987. Responsibilities consisted of coordinating the implementation of a new benefit system. Worked closely with data processing staff to resolve numerous problems in the conversion of old data and in the design of the new system. Responsible for overseeing the development of user and procedure manuals, and to provide training to staff in using the new system.

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Jefferson State Jr. College, Birmingham, Alabama
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