# Evaluating the Interview Requirement for SNAP Certification

**Volume I: Technical Proposal**

**Volume II: Past Performance Information**

Solicitation #140D0422Q0702

Submitted to the U.S. Department of the Interior

June 29, 2023

Mrs. Harinder Pabbi
Contracting Officer
Harinder_Pabbi.ibc.doi.gov
703 964 8422

Dear Mrs. Pabbi,

MDRC and its partner, Westat, are pleased to provide the enclosed
price quotation information in response to the U.S. Department of the Interior,
solicitation number #140D0422Q0702 entitled "Evaluating the Interview
Requirement for SNAP Certification." As requested, we are submitting
electronic copies of each volume (Technical Proposal, Past Performance
Information, and Price Quotation) via the GSA eBuy portal. MDRC and Westat
acknowledge receipt of Amendment 1 to Solicitation 140D0423Q702,
including the updated RFQ and pricesheet and Q&A.

This proposal is predicated upon all terms and conditions of the RFQ and will remain
firm for a period of at least one hundred and twenty (120) days from the date of receipt
by the Government. Data contained in the portions of this proposal which the offeror
has specifically identified as containing restricted information shall not be used or
disclosed except for evaluation purposes. It represents our considered plan for meeting
the objectives set forth by the U.S. Department of the Interior to meet the research and
evaluation objectives set by the RFQ.

If you have any questions, please do not hesitate to contact me or one of the
authorized representatives listed below.

*Dan Bloom*
_____

Dan Bloom, Vice President
(Authorized Negotiator)

**Authorized Representatives Point of Contact**
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June 21, 2023

Joseph Janik Miller
Resource Manager
MDRC
200 Vesey Street
New York, NY 10281

Subject:        Business Proposal
Reference:     140D0422Q0702; Evaluating the Interview Requirements for SNAP Certification

Dear Mr. Miller:

Westat is pleased to provide the enclosed business proposal as a subcontractor to MDRC in response to the referenced RFQ. We confirm with this submission that we are not on the List of Parties Excluded from Federal Procurement and Non-procurement Programs, and are categorized as a large business. We further confirm that the enclosed proposal is predicated upon all the terms and conditions of the RFQ, to include any issued amendments, and remains firm and valid for a period of 120 calendar days.

We are pleased to acknowledge our commitment to perform as a member of the MDRC team under the anticipated contract award. Upon award of a contract to MDRC, Westat agrees to negotiate a resultant subcontract in good faith.

We welcome the opportunity to assist you with this exciting and important effort. If you have any questions, please do not hesitate to contact me at (301) 294-4454 or timothymulcahy@westat.com.

Sincerely,

DocuSigned by:

*Timothy Mulcahy*
B6384E76FE84498...

Timothy Mulcahy
Vice President and Practice Director, Social Policy & Economic Research
Westat

DUNS#: 04-950-8120
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June 16, 2023

Caitlin Anzelone
200 Vesey Street
New York, NY 10281

Dear Ms. Anzelone,

I am writing to convey my commitment to work with MDRC in my support of the competition for "Evaluating the Interview Requirement for SNAP Certification" (Solicitation #140D0422Q0702) for The United States Department of Agriculture (USDA) Food and Nutrition Service (FNS). Should MDRC be awarded work as a result of this submission, I will enter into a formal agreement and provide the services as proposed.

If you have any questions, please contact me at (401) 965-5874 or tah297@nyu.edu. I look forward to working with MDRC on this important project.

Sincerely,

Tatiana Homonoff

**Volume I: Technical Proposal**

Evaluating the Interview Requirement for SNAP Certification

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# I.    Introduction

MDRC, Westat, and Dr. Tatiana Homonoff ("the team") are pleased to submit this proposal response to study the impact of eliminating the required client interview for SNAP certification and recertification. Our proposed team has the diverse experience and knowledge needed to make the most of this opportunity:

- **SNAP operations and policy.** MDRC's five decades of studying public benefits programs, including SNAP, provide the team with knowledge from the perspectives of clients, staff, and agencies. MDRC recently led the SNAP to Skills project that developed a toolkit to help SNAP Employment & Training programs increase engagement and participation. Westat holds multiple contracts related to SNAP; for example, Westat provides consultation on topics including the SNAP interview process and associated waivers in the Program Analysis and Policy support contract. Dr. Homonoff conducted recent field studies on SNAP interview requirements and recertifications.
- **Designing and executing large-scale randomized controlled trials.** MDRC has conducted hundreds of studies, ranging from assessments of social programs to more complex demonstrations and randomized controlled trials (RCTs) in more than 40 states and over 500 localities. Many of our RCTs have been conducted in multiple locations simultaneously, and we have experience tailoring procedures to individual site needs while maintaining consistency across the entire study. Virtually all MDRC's studies include mixed-methods implementation studies, like this one, to understand the black box of program implementation and the context within which policies and programs operate.
- **Analyzing varied data sources.** The team is well-qualified to process and analyze the complex array of data sources anticipated for the current research study. MDRC's approach includes executing data sharing agreements, linking systems, quality control, and high levels of data security. Additionally, Westat collected SNAP administrative data from nine States for the Able-Bodied Adults Without Dependents Time Limit Study and SNAP caseload data from more than 20 states for the Summer Meals Study, SNAP Barriers, and the Food Insecurity Nutrition Incentives Evaluation.
- **Using behavioral science in public benefits programs and studying administrative burden.** Behavioral science studies how people make decisions in complex situations and based on imperfect information. MDRC's behavioral science research team has designed over 25 studies to improve the efficacy and operations of human services programs, including strategies to increase childcare subsidy recertification and Temporary Assistance for Needy Families (TANF) benefits.[1] In addition, Dr. Homonoff has studied administrative burden in the Earned Income Tax Credit and the Child Tax Credit. Behavioral insights can be applied to understand how SNAP operations at each selected State may impact the No-interview condition and study findings.

# II.    Understanding of Scope of Work

SNAP certification and recertification interviews can be a helpful touchpoint for clients, to determine what to submit, inform them about their rights and responsibilities, and remind them about submitting income verification; and for states, to clarify discrepancies, ensure the application is complete and accurate, and screen the household for circumstances that pertain to special SNAP rules.[2] At the same time, the fact that an interview is required to receive

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[1]Richburg-Hayes et al. (2017).
[2]Dean (2018).

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benefits also creates a barrier to access for individuals who may not require it.[3] While some programs deliberately incorporate detailed requirements, partly to ensure that those who are receiving the benefit are truly "in need," ultimately clients who are most in need may not access SNAP if they are not able to overcome the steps associated with applying for and maintaining those benefits.[4]

**Prior Research on SNAP Interviews**

This study will build on prior research evidence about the impacts of eliminating client interviews in SNAP. In 2015, Food and Nutrition Service (FNS) studied the effect of eliminating the eligibility interviews in Oregon and Utah.[5] The states had different study designs, where Oregon eliminated the interview in five sites, and Utah implemented the waiver statewide by randomly assigning 20 percent of SNAP recipients and applicants. The study suggested that the role of interview for eligibility and benefit determination is mixed. For example, there were no differences in client application approval rates, but recertification approval rates decreased slightly in Oregon. There was no impact on denial or case closure rates overall, but in Utah, denials based on income increased and procedural denials decreased. Clients in Utah were also more likely to have their cases closed for failing to submit their recertification applications. In Oregon, eliminating the interview decreased procedural case closures. The time to process applications increased in both states, reducing application timeliness.

Other recent behavioral science research has studied how design decisions around the SNAP interview may impact outcomes. Giannella et al. (2023) investigated the effect of a change to the SNAP enrollment interview process in Los Angeles, which provided access to interviews initiated by the applicant, relative to traditional scheduled interviews initiated by the caseworker. The study found that access to applicant-led interviews increased approval rates and long-term participation and expedited benefit receipt. In another study, Homonoff and Somerville (2021) address whether the timing of the recertification interview affects how many families successfully recertify. Cases assigned to interviews at the end of the recertification month were 10 percentage points less likely to recertify than cases assigned to an interview at the start of the month, and over 2 percentage points less likely to ever participate in SNAP in the year following recertification.[6]

Additionally, literature exploring other public benefits programs points to increasing desire on the part of both states and clients to streamline processes to make the experience less burdensome. For example, the use of virtual tools and a move away from in-person meetings among TANF programs during the COVID-19 pandemic led to improved relationships between caseworkers and participants in addition to making services more efficient and effective.**[7]**

**Design Considerations**

Our team will build on this evidence to conduct a study about the impact of eliminating client interviews for certification and recertification. Some study design considerations that our team will highlight in the proposal include:

- **Describing the state-specific contexts of the No-interview condition.** As part of the

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[3]Homonoff & Somerville (2021); Giannella et al. (2023); Rowe et al. (2015) showed minimal effects of interview removal.
[4]Richburg-Hayes et al. (2017).
[5]Rowe et al. (2015).
[6] Giannella et al. (2023); Homonoff & Somerville (2021).
[7]Shantz et al. (2020).

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study plan (Task 2) and qualitative data collection (Task 7), the team recommends mapping the process steps through SNAP certification and recertification, with the goal of a thorough understanding of the regular interview and the No-interview process in each state. Maps would be tailored to the specific context of each state to document the process in both conditions and how states adjusted their practices to account for removing the interview step. This may include asking states questions about their application to determine its time to complete and its potential to create errors that would require follow-up with the client, or the process for notifying individuals that their applications have been reviewed and laying out next steps. The study will ideally account for state flexibility in how to deploy interview and certification adjustments given their specific process and state guidelines. See Appendix A for an example of a hypothetical SNAP map that describes the experiences of both agency staff and applicants.

- **Establishing a test that will compare best practices.** The Request for Quotation (RFQ) does not specify the role of the evaluator in designing the No-interview condition. The team sees two pathways: 1) the state designs their No-interview condition, and the research team evaluates it, or 2) the evaluator works with states to coordinate the design of their No-interview condition and then evaluates it. Our team sees some benefits to Option 2. Only evaluating what states are doing without recommending improvements before we begin the test may not necessarily reflect a No-interview condition that is meeting best practices. For example, Giannella et al.'s (2023) study found that eligibility workers in Los Angeles still conducted the interview as usual even though there was a waiver in place to remove the interviews. Behavioral insights have been used across public benefits to improve service outcomes. These insights, paired with mapping, could be effective, light-touch tools to help ensure that states effectively work through a process for eliminating interviews and maintain – or even improve – program integrity in the No-interview condition. This would also ensure the evaluation represents a strong treatment contrast between the conditions. We are eager to discuss this issue with FNS if selected, and the team is also prepared to evaluate a study where the state designs their No-interview condition (Option 1).

- **Discussing research design approaches to answer additional research questions.** FNS describes that five states will participate in the evaluation and that 20 percent of the SNAP recipients and applicants will be randomly assigned to the No-interview condition. The team's mission is to create rigorous and credible evidence to better understand the role of the interview. To do so, the team will use valid, state-of-the-art randomization to determine the impact. The study will seek to implement the most credible research methods for the questions that are posed. We discuss additional research designs in Task 2 that could build on prior research conducted by FNS in this area and answer additional research questions. Even a less populated state likely has sufficient caseloads to implement a more complex design. For example, in North Dakota, SNAP reached 47,400 residents.[8]

## III.   Technical Approach by Task

Exhibit 1 presents a high-level timeline by task, supplemented by a deliverables schedule in Appendix B. We are prepared to adjust the timeline in response to the OMB clearance process and continue to seek efficiencies in meeting the project timeline and research goals.

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[8]Center on Budget and Policy Priorities (2023).

**Exhibit 1.** Task Timeline

| Task | 2024 | 2025 | | | | 2026 | | | | 2027 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
| Task 1: Project Orientation Meeting and Reporting | X | X | X | X | X | X | X | X | X | X | X |
| Task 2: Prepare the Updated Study Plan | X | X | | | | | | | | | |
| Task 3: Develop Data Collection Procedures and Instruments | | X | X | | | | | | | | |
| Task 4: Develop OMB ICR Package | | X | X | X | X | X | X | | | | |
| Task 5: Train Data Collectors | | | | | X | X | | | | | |
| Task 6: Quantitative Data Collection and Analysis | | | | | | X | X | X | X | X | X |
| Task 7: Qualitative Data Collection and Analysis | | | | | | X | X | X | X | X | X |
| Task 8: Reporting | | | | | | | | | X | X | X |
| Task 9: Briefing | | | | | | | | | | X | |
| Task 10: Prepare and Submit Data Files and Documentation | | | | | | | | | | X | X |

## Task 1: Project Orientation Meeting and Reporting

The Project Orientation meeting with FNS' Contracting Officer's Representative (COR) will be an opportunity to cover pertinent project topics, including the study objectives, a description of the tasks, project activities, and the proposed schedule of deliverables. At least two days before the orientation, the team will submit to the COR a project orientation meeting agenda and draft slides. The orientation will establish the protocols for all project communication, substantive and financial reporting requirements, and procedures for the approval of deliverables. Within two weeks of the meeting, we will submit a draft memo summarizing the meeting that describes the issues raised and any issues to be resolved. The team will incorporate COR and FNS feedback, and then share a final project orientation summary memo within four weeks of the orientation.

The team will also electronically submit to the COR monthly progress reports in an FNS-approved format. The reports will include a cover page, activities and staff involved by subtask(s) for each reporting period, a description of any technical or contractual problems and mitigations, planned activities by subtask for the next reporting period, project schedule, and a deliverables table that covers deliverable name, due dates, date submitted, date accepted, and date deliverable invoice was submitted.

## Task 2: Prepare the Updated Study Plan

The team will prepare an updated and fully specified study plan. The plan will present research questions, study design, analysis methods, data collection, and outcomes to be examined.  In what follows, we highlight key elements of a preliminary plan. The elements will be discussed with COR and adjusted to ensure the study aligns with FNS's priorities. We will work with the COR, leveraging insights from earlier research to develop study design options. We will begin by taking stock of:

- Findings from earlier studies of the interview waiver.
- Data from state interviews on the waivers and the interviews.
- Findings from academic research on the barriers and supports for program participation.
- Gaps in the evidence base on the effects of reducing steps in the application process and open questions about mechanism of effect.
- Findings from the team's exercises in process mapping, from both the client and staff perspective.
- Opportunities afforded by existing data sources that can shed light on critical open questions.

For the proposal, we created preliminary plans for a demonstration, as shown in Exhibit 2. The exhibit outlines a general strategy as a starting point.  However, we expect to explore and discuss with FNS alternative options to maximize insights in line with the priorities and goals for the demonstration. Our proposed approach envisions a rigorous study design that addresses

key research questions outlined in the RFQ, and as shown in Exhibit 5.

**Exhibit 2.** Key Proposed Study Design Parameters

| Design Features | Task 2 – Study Plan |
|---|---|
| **State selection and recruitment** | 5 States, with 3 selected as backups. Implementing States meet the following criteria:<br>• Interest, capacity, and buy-in to engage in rigorous study, implement intervention with fidelity, provide data, etc.<br>• Select States that vary on key features of context, such as caseload size, level of automation, and level of administration (state or county). |
| **Random Assignment** | 20% of new applicants and 20% of existing participants assigned to No-interview group, with remainder assigned to business-as-usual. May block prior to random assignment, on factors such as geography or client characteristics. |
| **Caseload sample** | All new applications during 12 months of demonstration, and all existing participants at start of demonstration period. May exclude certain types of clients, based on discussion with State. |
| **Impact Research Data Sources** | • SNAP administrative records<br>• Staff time use surveys<br>• Case contact information<br>• Other benefit records data<br>• QC review of subset of No-interview cases |
| **Implementation Research Data Sources** | • Interviews with eligibility staff, supervisors, administrator, and local CBOs<br>• Interviews at beginning, middle, and end of demonstration |

**State Selection and Recruitment**

As noted in the RFQ, FNS will select five study States in collaboration with the Contractor, with three States selected as backups. Our preliminary expectation is that states will be targeted purposefully to reflect varying environments in which to test the intervention. Variation along certain dimensions will facilitate an analysis of how the interview waiver works under different conditions. Dimensions to consider may include:

- **Program outcomes:** SNAP caseload size, participation rates among all eligible individuals and for key subgroups of interest, trends in participation rates, error rates overall and for key subgroups, participation rates in other key benefit programs.
- **The SNAP application process:** Online or in-person, level of modernization and automation, option of virtual or phone interviews, recertification period, single application for multiple programs, and State or local administration.
- **Staffing levels and structure:** Staff number to caseload ratio, use of integrated case workers, use of call centers for certain tasks, ability of staff to take on different roles as needed.
- **Other state features:** Population, poverty rate, unemployment rate, education levels, share of population that is individuals of color, density of community-based organizations to help with application process, shared data across agencies.

We expect that the process mapping will reveal additional dimensions to consider. We will work with the COR to determine the most important features to consider in State selection and, if variation is desired, will ensure that selected states vary on these dimensions.

The study plan will outline the process for recruiting States for the study. As outlined in the RFQ, the recruitment process will involve communication with prospective states by email and phone to describe the study's purpose, data collection, and the commitments and benefits of participation, such as learning about implementation and capacity-building drawn from State-

specific study findings.

***Signing Memorandums of Understanding (MOUs) with Participating States.*** MOUs will describe roles and expectations for the respective parties (including the study team), outline a site payment schedule to offset costs of data collection and research-related activities, and include assignment of a "State study liaison."

***Technical Assistance Meetings.*** The team will schedule a technical assistance meeting with each of the study States regarding the study. The purposes of these meetings are to create the process maps, work with States to best randomize their caseload and applications, discuss establishing Data Use Agreements (DUAs) and data transferring processes, clarify the roles and responsibilities of the States, the evaluation Contractor and FNS, and address any outstanding questions from the States. We envision that communication with the States will be ongoing in preparation for and during the study. We will clarify with the States the approach for working with cases assigned to the No-interview condition and, if desired, providing additional behaviorally informed outreach to the No-interview group.

## Random Assignment

As outlined in the RFQ, 20 percent of new applicants will be randomly assigned to a No-interview group, with the remaining 80 percent assigned to the control or business-as-usual group. Similarly, 20 percent of existing participants will be assigned to a No-interview group for recertification, with the remaining participants assigned to the business-as-usual group. In this design, the analysis will assess the effects of the intervention compared with business-as-usual conditions.

The team will work with each state to determine how to implement the random assignment of new applicants and current participants with minimal disruption to existing workflows. The team has extensive experience in conducting evaluations of varying complexity. Our staff have the expertise to work closely with agencies and programs on the ground, understand how best to integrate research procedures with program operations, provide training on research procedures, and equip program and agency staff with the knowledge needed to meet study and research requirements. MDRC's automated random assignment has been refined throughout the years and can be adapted to a range of situations and data collection needs; for example, building in the collection key demographic information or electronically collecting consent for study participation, if necessary.

Random assignment of existing clients will be most straightforward. The state could send a list of case identifiers, and the system can randomly select 20 percent of cases for the No-interview condition, blocking on certain factors if desired. For new applicants, we will identify how the state receives their data at the point that a new SNAP application is submitted. That will serve as the point of randomization to the business-as-usual or No-interview condition. Using real-time data and secure transfers, the team could randomly assign the cases in daily batches once the application is submitted and use a case ID match to send condition status information back to the State. MDRC could also embed randomization into an online application, as was done in a recent Behavioral Interventions to Advance Self-Sufficiency – Next Generation (BIAS-NG) child welfare evaluation. In this case, staff at the county child welfare agency inserted a custom shortcode (or sequence of numbers) into the links on the county's website that potential foster and adoptive parents used to access the online application. The function of the shortcode was to randomly direct people to one of three links to the application, each of which provided a different experience for the applicant. MDRC has many strategies to embed randomization so as to not slow down program implementation and seamlessly implement the study "behind the scenes." Random assignment procedures will take factors such as incomplete applications into

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account.

### *Other Potential Designs for Discussion with FNS*

The two-group random assignment design will address the key questions of the effects of waiving the interview. However, other research designs may be useful to consider because they can help to inform the best design of a No-interview process in terms of effects on access, cost, staff burden, and error rates. It is possible, for example, that the effects of eliminating the interview are improved when clients are also offered additional informational outreach. This section considers two additional designs, which can address these types of questions while still addressing the primary question of the effect of waiving the interview. These designs are not being proposed in the study plan but could be discussed further if FNS is interested.

*Multi-Group Designs*. In a multi-group design, individuals are assigned to one of multiple experimental conditions. An example might be that 10 percent of the caseload is assigned to a No-interview group (Group A) and 10 percent is assigned to No-interview group that also receives an additional factor (Group B).

The selection of additional factors to consider will be informed by the existing research, behavioral science, and the proposed process mapping described earlier. Behaviorally informed communications, such as simplifying steps, highlighting one default application medium, sending reminders, providing additional information, and non-required call centers all could help to ensure that the No-interview option is effective in collecting all necessary information without unnecessarily burdening participants.[9] On the SNAP program operations and eligibility worker side, there may be possibilities for reaching out to applicants for clarification, triaging applications for further follow-up, clearer guidelines on how to use third party information sources, and behaviorally informed communications to clients that would ease complexity of information. A brief example of a behaviorally informed notice can be found in Exhibit 3.

**Exhibit 3.** Behaviorally Informed Communication Example
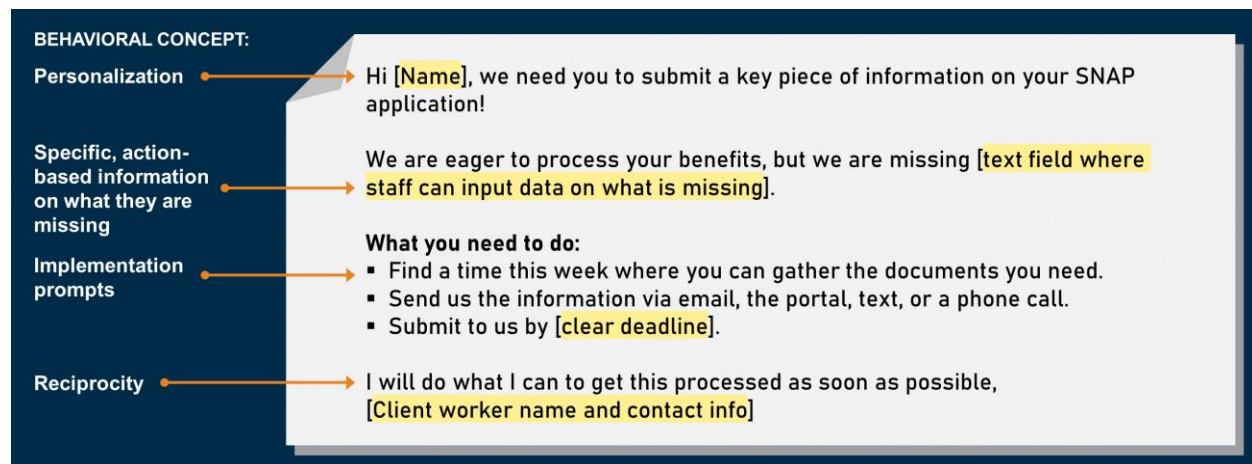


In this design, each condition can be compared to the business-as-usual condition. Comparing Group A (No-interview) with the business-as-usual condition will answer the key questions laid out in the RFQ about the effects of waiving the interview. Comparing Group B with the business-as-usual condition will answer the question of the effects of No-interview combined with an additional factor. The two treatment conditions can also be compared with each other, to directly assess whether No-interview combined with the additional factor has different effects from No-

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[9]Lopoo et al. (2020).

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interview by itself.

*Factorial Designs.* In a factorial design, each strategy and/or component (or "factor") under consideration is independently and systematically manipulated. The result is a series of experimental conditions that represent all possible combinations of the factors under consideration. See Exhibit 4 for an illustration of a factorial design with two factors.

**Exhibit 4.** Illustration of 2x2 Factorial Design, Based on Two Hypothetical Components

| Experimental Condition | No-Interview | Behaviorally Informed Communications |
|:---:|:---:|:---:|
| 1 | No | No |
| 2 | No | Yes |
| 3 | Yes | No |
| 4 | Yes | Yes |

The effect of each factor is calculated by comparing outcomes for groups in multiple experimental conditions. For example, to estimate the main effect of No-interview, we would compare outcomes in conditions 3 and 4 with the outcomes in conditions 1 and 2. Factorial designs use the entire sample (which has advantages for statistical power) and can tell us the main effect of each variation *when averaged across individuals receiving all levels of the other factors.* With adequate sample size, this design also allows for the estimation of interacted effects of factors, such as whether the effects of No-interview and behaviorally informed communications are different from the effects of No-interview alone (comparing groups 3 and 4).

**Sampling and Stratification**

We may consider stratifying by certain factors prior to randomization to ensure adequate sample sizes to estimate effects in different contexts. Examples include by county, if county processes differ, or by urban versus rural. Similarly, if there is interest in effects for particular subgroups of applicants, it may make sense to stratify the sample prior to randomization to ensure adequate sample sizes. Subgroups of interest may include those who we expect to be most affected by the interview waiver, such as elderly individuals, disabled individuals, applicants with earnings, or Spanish speakers. The team may also decide with the COR and participating States to exclude certain groups from random assignment and the study.

**Data Sources**

This study contains a range of outcomes to ensure the interview structure is assessed from multiple vantage points, including participation, program efficiency, payment accuracy, administrative costs, client access, and staff satisfaction. A comprehensive, multi-mode data collection plan is assumed for the quantitative and qualitative research. In Exhibit 5, we highlight key data collection proposed and how the data sources align with key goals and research questions. The data are further described and connected to outcomes in Exhibit 6. Updates on data collection progress will be provided during bi-weekly meetings with COR.

**Exhibit 5.** Research Questions and Data Sources

| | Extant admin data | Staff inter-views | QC data | New admin data | Other existing data |
|---|---|---|---|---|---|

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|---|---|---|---|---|---|
| **Objective 1: Describe the regular interview and the No-interview process in each State.** | x | x | | | x |
| How are SNAP applicants assigned to the No-interview group or the interview group? | | | | | x |
| What types of interview modes are offered in each State? Are households given a choice? | | x | | | x |
| How is the interview process conducted at certification/recertification in each of the different modes (if State offers different modes)? How is client information verified? | | x | | | x |
| What share of interviews are in each mode in each State? | x | | | | |
| How is the information provided by caseworkers during certification/recertification interviews made available to clients assigned to the No-interview group? | | x | | | x |
| What other programs (e.g., TANF, Medicaid, Child Support) may have been affected by the waiver of interviews? | | x | | | x |
| **Objective 2: Describe the SNAP State agencies when using the No-interview waiver at certification and recertification.** | | x | | x | |
| What time and cost savings occur, if any, without an interview compared to the regular interview process? How do the time and cost savings vary compared to the different interview modes? | | | | x | |
| What are the negative effects of removing interviews for SNAP staff members involved in the recertification/ recertification/ verification process? | | x | | | |
| What are the positive effects of removing interviews for SNAP staff members involved in the certification/recertification/verification process? | | x | | | |
| How often do caseworkers need to reach out to the client for information that would have been clarified at the interview? | | | | x | |
| **Objective 3: Analyze differences in the key participant and program outcomes between the No-interview group and the regular interview process in each State. For the regular interview process, depending on the sample size, the analysis should also examine mode of interview (in person, phone, and video) if State offers different types of interviews.** | x | | x | x | |
| Are there significant differences in average benefit levels for the No-interview group compared to the regular interview process? Do the differences vary by household type, circumstances, or interview mode? | x | | | | |
| Are there significant differences in the share of households reporting earnings for the No-interview group compared to the regular interview process? Does the difference vary by household type, circumstances, or interview mode? | x | | | | |
| Are there significant differences in payment errors for the No-interview group compared to the regular interview process? | | | x | | |
| Are there significant differences in deduction accuracy by group when implementing a No-interview waiver? | | | x | | |
| If using a standard utility allowance (SUA), is the correct SUA | | | x | | |

| | | | | | |
|---|---|---|---|---|---|
| used? | | | | | |
| If the State offers a standard medical deduction (SMD), does the share of households receiving the SMD vary between the No-interview group and the regular interview process group? Does the difference vary by interview mode? Is the household given the most beneficial option? | x | | | | |
| Are there significant differences in household composition accuracy for the No-interview group compared to the regular interview process? | | | x | | |
| Are there significant differences in the frequency or accuracy of application denials and approvals when comparing the No-interview group to the regular interview process? If so, how? | x | | x | | |
| Are there significant differences in application timeliness when comparing the No-interview group to the regular interview process? | x | | | | |
| Describe and provide the number and percentage of clients who were assigned to the No-interview group but chose an interview instead? Does the number vary by subgroup? | | | | x | |
| **Objective 4: Identify how waiving the interview could affect outcomes for various subpopulations of clients.** | x | | x | | |
| What populations experience a negative impact with waiving interview requirements during certification and recertification? | x | | x | | |
| What populations can be excluded from interviews with the lowest impact during certification and recertification? | x | | x | | |
| **Objective 5: Document the main take away points from the study to inform FNS for program changes, for use by other States, and for other consideration for future studies.** | x | x | x | x | x |
| Which of the interview modes are associated with the best program outcomes? | x | x | x | x | x |
| To what extent are findings specific to the features of the demonstration State or other factors? | x | x | x | x | x |
| Under what circumstances does each interview mode work best | x | x | x | x | x |

**Exhibit 6**. Data Source Descriptions and Outcomes

| Data Type | Description | Outcomes via Data Source |
|---|---|---|
| | | |

| Extant administrative data | Once States are selected, the team will meet with key State contacts to review their state Management Information System (MIS) and confirm available outcomes. The team will request a data file as soon as possible to prepare for the future evaluation and confirm baseline measures for the study. This includes understanding how the fields are completed and the accuracy of specific data fields. We envision the specific administrative records data sources available will include: monthly caseload data from the SNAP program, client contact data, benefit data from other programs, particularly TANF and Medicaid; data on denials; and benefit amounts. The team has a long history of acquiring and processing administrative records and has well-tested processes for these activities. | • Participation<br>• Program efficiency<br>• Client access |
|---|---|---|
| Demonstration specific data (new admin data) | The team will begin planning with each state to conduct time use surveys, which will be collected over a five-day work week. Randomly selected staff will be given five sets of worksheets to complete at the end of each day (aiming for 50 staff members per state to achieve at least 200 days recorded per state, accounting for losing at most 50 days of data to attrition). | • Administrative costs |
| Staff interviews | Interviews with State and local agency SNAP administrators, caseworkers, and staff who conduct quality control interviews. The data collection shall be conducted using the OMB-approved data collection instruments (see Tasks 3 and 7 for more detail). | • Staff satisfaction |
| QC reviews for the No-interview group | Participating States will conduct Quality Control reviews for 200 active clients in the No-interview group. These reviews will be compared with the roughly 1,000 QC reviews conducted by the state over the course of one year. For more detail, see Task 3. | • Payment accuracy |

***Data archiving and public use files.*** MDRC, as a member of the Inter-university Consortium for Political and Social Research (ICPSR), has aimed to streamline our data archival process and make the data that we archive more visible to researchers. We will work with COR to develop an archive approach. We will archive all data files, documentation, and materials in line with this approach (see Task 10 for more detail).

The updated study plan will also include methods used to ensure the quality and accuracy of all data collected for the study, including methods for identifying and addressing potential outliers, missing data, and other data issues that may arise. The plan will include a timeline with the major tasks for the study, including data collection, analysis, and reporting. The plan will specify analysis methods and key outcomes, which are broadly outlined below in Task 6. It will also present an outline of the final report and staffing for each of the key tasks.

The team will submit an initial draft of the updated study plan within 6 weeks of contract award. This update will reflect initial discussions with FNS about the proposed design and justify any changes to the proposed approach described here. Based on comments from FNS and ongoing discussions with FNS and the State agency staff, a revised plan will be submitted within six weeks after the initial plan submission. A final plan, incorporating FNS comments on the revised plan, will be submitted six weeks later, or within 18 weeks of contract award.

### Task 3: Develop Data Collection Procedures and Instruments
The RFQ outlines a broad range of data collection activities. Our team has expertise in all the steps for quantitative and qualitative data, from conceptualization of data sources and instruments to preparing materials for fielding (OMB and IRB clearances).

**Draft Instruments and Procedures**

The team will submit drafts of the data collection instruments and procedures for FNS input 18 weeks after award. We will draw on existing literature, consultation with experts, and measures used in prior studies (particularly if validated) to answer the research questions outlined in the RFQ. The team will submit draft data collection instruments and procedures two weeks after finalizing the updated study plan. Any newly developed instruments will be reviewed for cultural assumptions, such as suppositions about family structures, activities, and history. Idioms and vague language will be avoided. When possible, we will customize materials for the individual respondent (e.g., displaying relevant text) and design prompts with the aim of reducing overall respondent burden.

To address the objectives of the study, the team will use a combination of process maps, existing documents and materials, staff interviews, extant and new administrative data, and quality control (QC) reviews.

*Process maps.* Drawing on our team's Subject Matter Expert (John Knaus) and existing data, we will create two sets of process maps that will document the experience of the client and the staff. These maps will track the process the client or staff might follow, allowing for branching paths that reflect different circumstances or actions. We will create maps for the business-as-usual and the No-interview conditions, as well as for initial applications, reapplications, and recertifications. These materials will be created in collaboration with front-facing SNAP staff from multiple locations and will be used to help describe the business-as-usual and No-interview process as well as to suggest potential interventions that might be combined with the No-interview condition. We may update these maps as the study progresses to reflect new information.

*Existing documents and materials.* We will work with staff to acquire copies of existing protocols, forms, scripts, and client-facing materials (e.g., flyers, receipts) in order the understand the current process. In gathering these materials, we will also ask about state- or even site-specific documentation to understand any variation across offices.

*Interviews.* Our qualitative team will develop interview protocols for State SNAP staff, local office administrators, eligibility workers, and other key informants involved in the certification process. These instruments will be developed by our qualitative team of senior researchers and research analysts, under the direction of the team's Subject Matter Expert. All members of the qualitative team have conducted in-depth and semi-structured interviews with State SNAP administrators, local administrators and office staff, and program participants for previous FNS studies. The team will review the SNAP certification process in detail, focusing on changes over time in Federal regulations related to SNAP certification and recertification, States' use of waivers related to SNAP interview requirements, and differences across States in how they carry out certifications and recertifications. The qualitative leads will develop protocols for conducting interviews at the beginning, middle and end of the demonstration. The interview protocols will be tailored to the specific role of the interviewee (e.g., State SNAP Director, local SNAP office administrator, eligibility worker). Interviewers will further tailor the protocols based on their understanding of the State's demonstration design.

*Collection of extant data.* The team will develop administrative data collection protocols with the goal of minimizing burden on the states. We will start by communicating directly with participating states to learn about any issues that may affect their data reporting capacity during the demonstration. (See Task 6 for additional information on working with state partners to collect quantitative data.) We will also ask about their data systems, to understand potential data collection challenges and discuss possible solutions. Next, we will develop materials

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describing the data requirements and procedures for creating and submitting data files to inform the evaluation. These materials may include the following: one page summary of the data requirements; standard template for Data Use Agreements and/or Memorandum of Understanding; data dictionary with requested data elements and formats; a detailed instruction sheet for submitting administrative data files indicating acceptable file formats, timelines for submission, procedures for ensuring data security and contact information for the study team.

Administrative data collected will include SNAP caseload files, with application characteristics, case processing actions, No-interview or business-as-usual status, household demographic variables, application and case characteristics, and case-processing actions. Information on client contacts, if already collected, will be included in the data request. Administrative data may also include caseload data from other benefit programs, such as Medicaid and TANF.

***Collection of new administrative data.*** The study team will develop new data elements to address research questions that cannot be answered using extant data, while recognizing the burden that additional data collection places on staff. We will develop a crosswalk of research questions and data sources to identify gaps in the extant data. During initial conversations with states, we will discuss these gaps and ask about feasible methods of gathering the necessary information. We will confer with our Subject Matter Expert and review the research literature to discover previously validated methods of collecting the data. We will draft new data elements and protocols for FNS' consideration before pretesting them.

These new data will include time use surveys, which will be administered to a random sample of staff in each of the states. The survey will ask staff to record how they divide their time between SNAP-related and other activities and if possible, distinguishing between business-as-usual and No-interview cases. This assessment can include open-ended questions to understand the roles and responsibilities of the staff member and more structured time sheets recording the number of cases and time working on those cases, broken down by different activities (e.g., intake, verification, eligibility determination). Our team will design these materials based on our prior experience in SNAP and time use surveys, as well as on existing studies examining time use related to SNAP applications.

The team will also discuss with states a feasible method of collecting information on client contacts, to obtain data on the number of clients who request an interview (among those in the No-interview group) and the number of clients who are contacted by staff.

***Quality control reviews.*** The team will also ask the participating states to conduct QC reviews for a minimum of 200 cases in the No-interview condition, in order to compare the No-interview error rates with the overall state error rates. These data will include payment, deduction, standard utility allowance, and household composition errors.

## Revised Instruments and Procedures

The team will present the draft materials and procedures to FNS for feedback. The team will then revise the materials as needed to reflect FNS priorities and constraints associated with working with the state agencies.

## Pre-test memorandum

After incorporating feedback from FNS on the data collection instruments, we will submit to FNS the revised instruments and procedures and pretest all data collection instruments with no more than nine respondents. If agreeable to FNS, we propose alleviating burden on participating states and facilitating completion of pretesting by relying on former SNAP state agency leaders participating in the Westat Insight Nutrition Assistance Research Advisory Panel (NARAP):

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- Tom Hedderman, former New York State SNAP Director
- Kathy (Link) Fife, former Utah SNAP Director
- Sue McGinn, former Colorado SNAP Director
- Patricia McGinn, former Agency Training Supervisor, Denver County

The NARAP enables us to conduct pretesting with a group of respondents with similar experience as those who will provide data files or complete an interview during the demonstration. NARAP participants familiar with State SNAP data systems will be asked to review the extant and new administrative data collection protocols. An interviewer will schedule one-on-one meetings with NARAP participants to review each interview protocol and gather feedback.

**OMB-Ready Instruments**

Our team is well versed in OMB requirements, having prepared materials for dozens of federally funded studies with multiple agencies and developed practices that allow us to efficiently prepare materials. Our approach begins with a timeline that indicates when Federal Register notices, data collection instruments, and other supporting materials must be ready to obtain OMB approval before data collection is expected to start. We can prepare a generic clearance package, if needed, to start knowledge development activities and data collection quickly. In past studies, we have also conducted briefings with OMB examiners to make sure they understand the project they are reviewing and to make sure any questions they have are addressed in the submitted package.

**IRB Approval (Pre-Test and Amendments)**

We will work with MDRC's IRB to review the materials for the main demonstration project, as well as for the pre-test materials before the submission of the OMB package. We will apply for amendments after pretesting and receiving feedback. We assume that a waiver of consent will be required for households participating in the study. The MDRC IRB is composed of nine permanent members and has obtained an assurance of compliance from the Office of Human Research Protections at the Department of Health and Human Services (HHS). The IRB members have varying backgrounds and receive human subjects training to ensure that complete review will occur. The IRB meets monthly, and an IRB administrator streamlines the review process by reviewing all submissions before they are sent to IRB members. The administrator and chair are available for consultation by study teams as needed.

### Task 4: Develop OMB Information Collection Request (ICR) Package

The team will begin preparing the Information Collection Request Package immediately after finalizing the Study Plan, beginning with preparation of the draft 60-day Federal Register Notice soliciting public comment on the proposed information collection. We will submit this draft to the COR for feedback within 20 weeks of award. The team will then submit an updated, final notice to the COR within 24 weeks of award, incorporating all comments in the final deliverable.

After the 60-day period closes, we will review and summarize any comments and associated actions resulting from the notice and amend the clearance and/or study protocol as needed. We will then prepare OMB Standard Form 83-I and the Supporting Statement, including Part A: Certification Statement (justification) and Part B: Collections of Information Employing Statistical Methods, providing detailed descriptions of how each piece of the study (objectives, research questions, measures, data analysis plans, and products) connects to the others. The package will also include all finalized instruments, recruitment materials, a burden table with all potential contacts, and a summary of public comments received in response to the Federal Register notice, including any actions taken to address comments. The draft OMB package will be

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submitted to the COR for review and feedback within 28 weeks of award. The team will then submit a revised package incorporating all FNS comments within six weeks of receiving feedback from FNS staff. We will submit the final OMB package to the COR award. The OMB package will be considered final when OMB has cleared the data collection.

**Task 5: Train Data Collectors**
Within three weeks of the Information Collection Request submission to OMB, the study team will deliver to FNS a draft training plan that includes agendas, procedures, data collection instruments, and methods for evaluating data collectors' readiness to work on the study. The training plan will include two parts. One part will describe procedures for preparing team members to communicate with states about administrative data collection requests. A second part will describe training procedures for team members who will lead interviews with key informants. Within two weeks of receiving comments from FNS, the study team will incorporate feedback and submit the final training plan.

The team members who develop the data collection instruments will also collect the data for this study, so they will already be familiar with the study objectives, research questions and data collection protocols. Training for team members responsible for collecting extant and new administrative data will focus on outreach procedures and best practices for identifying points of contact, communicating with staff, and responding to questions or requests for technical assistance. At the training's conclusion, the team members will gather as a group as the Project Director and Subject Matter Expert assess team members' readiness by posing questions about the data collection procedures and asking team members how they would respond to several hypothetical scenarios.

Training for interviewers will provide a refresher on effective interviewing techniques, such as keeping track of time and avoiding leading questions. Training leads will also review procedures for ensuring high quality recordings and transcriptions, the timeline for reviewing and cleaning notes and transcriptions and follow-up procedures, such as sending interviewees an email to thank them for their time. Following the training, we will schedule practice role-plays to help each interviewer practice using the interview protocol.

Following the training, we will submit a memo to FNS detailing the number of staff trained, the training procedures, and the steps taken to ensure interviewers are ready to begin data collection. All data collectors will participate in the training, to take place within three weeks of OMB approval and no more than 2 weeks before data collection begins. The team will provide FNS with 3 weeks' notice of the training schedule.

**Task 6: Quantitative Data Collection and Analysis**

**Outreach and Recruitment**
Once FNS has selected the five States for the demonstration and the three backup States, the team will draft recruitment emails and materials for FNS review. The emails will describe the study, the overall goals, and the benefits of participation. The team will also draft more detail about the demonstration to include in the initial emails, including an overview of the study design, timeline, and responsibilities of the team and state agencies.

After review and any subsequent revisions, FNS will send the introductory emails and materials to each State agency. The team will then follow up with agency staff to answer questions about the study, address concerns administrators might have, and confirm participation. The initial follow-up may be via email, but the team will subsequently schedule a video visit with key state staff and FNS. With decades of experience in recruiting and working with states and agencies launching demonstrations and evaluations, the team is well-suited to address concerns agency

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staff might have about participation. At that initial meeting, state agency staff will also be introduced to the team member who will serve as the key liaison to the State. The liaison will serve as the main point of contact with key State staff, reaching out to the larger team as needed. The team will work with FNS to determine the timeline for recruitment and outreach to some or all of the three backup States if needed.

**Technical Assistance**

Following the initial video visit, the team will schedule a technical assistance meeting with each participating State to begin discussing the details of the study. We envision that virtual meetings will be most efficient and allow all relevant state staff to attend. However, we will discuss with the State their preference for the type of meeting. During the meeting, the team will begin with introductions of State staff and team members, along with key roles and responsibilities. We will present a broad overview of the study and the goals and research questions. We will then present and discuss the proposed research design, the merits of a randomized controlled trial and the approach to working with cases selected for the No-interview condition. We can spend some time in the meeting discussing ways to conduct random assignment in the context of that State's application flow and in ways that provide minimal disruption to existing staff activities. The team will approach the design process with sensitivity to the needs and perspectives of State administrators and caseworkers.

The team will also discuss the data to be collected for the study, and how those data will be used to answer the key research questions. The team will present a broad overview of the forthcoming data use agreement, discussing key data needed, method of transfer, and timing of collection, and memoranda of understanding (MOU) that the team will initiate after the meeting. Highlighted as part of the MOU will be the Quality Control reviews for a subset of cases in the No-interview condition, which will be critical to answering the study's key research questions.

The meeting will conclude with next steps for communication, Data Use Agreements (DUAs), MOUs, and protocols for ongoing communication between the state, FNS and the team. Within one week of the meeting, the team will provide a memo to FNS summarizing the meeting. The meetings will be recorded for State staff that cannot attend the live event.

**Data Collection**

Before initiating data collection, we will draft a DUA and an MOU and work with the State liaisons to sign them. Our team has extensive experience in developing and negotiating data sharing agreements with government agencies (at federal, state, and sub-state levels), as well as commercial and non-profit organizations. The team will send the COR biweekly status updates on DUAs for each State until the final DUA is executed.

MDRC adheres to FedRAMP and FISMA moderate-impact standards regarding the collection, transfer, storage, access, monitoring, and sharing of data. MDRC's security procedures include the following: (1) access to information on a need-to-know basis, supported by multi-factor authorization; (2) end-to-end encryption, in-transit and at-rest; and (3) continuous monitoring of application and transport-level traffic for inbound and outbound flows. These elements are supplemented with an annual data security training for all employees, each of whom signs a nondisclosure agreement prior to accessing data; a support desk well-versed in cyber-security; and policies and procedures for responding to data security incidents.

Before and during the implementation of the interview waiver, we will check in with liaisons regularly and use available information to monitor whether the data collection and waiver implementation are being conducted according to plan. During these check-ins, we can also work together to address any challenges. This may include reviewing administrative data and

discussing with staff how they and their clients are interacting with the process and any research materials that we have deployed. Where there are divergences from the study plan, the team will work with the liaisons to diagnose the reason for those changes and develop a solution that meets the needs of the States while maintaining fidelity to the study procedures.

Data collected will include extant administrative data and new administrative data collected as part of the study, including time use data. We will draw on existing literature, consultation with experts, and our preliminary interactions with State agency liaisons and staff to identify the data sources that capture constructs and outcomes of interest. While we aim to use existing resources that are available to the State agency, we will also work with the State agencies to introduce new data sources such as time use surveys for a subgroup of staff. As needed, we will also search other relevant datasets that our team has used in other work, such as federal statistical surveys and data from the Census Bureau. Our team has experience in working with our partners to create request files, set up secure transfer systems, and ensure all data security and human subjects protection requirements are followed.

The team will submit monthly memos to FNS throughout the data collection period documenting the status of data collection and data quality, as indicated by a quality-control check on data obtained. At the end of the period of data collection, the team will prepare a summary report for FNS on the quality of the administrative data, including data obtained and a variable-by-variable analysis of missing data.

## Analysis

Impacts will be estimated separately for new applicants and existing clients using regression models (linear or logistic, depending on the outcome in question), in which the outcome of interest is regressed on an indicator for treatment status and block dummy variables, if cases are blocked prior to random assignment. If the study is a three-group design, two treatment variables will be included. We will also include additional variables in the model that are thought to be associated with the outcome of interest to improve the precision of the estimates. Potential variables will be based on information in the application and might include household size, presence of children, presence of earned income, age of household head, disability status, and language. The coefficient on treatment status indicator represents the effect of No-interview on the outcome of interest. Estimates will be assessed for statistical significance using a two-tailed test at the 5 percent significance level.

We expect the main analysis will focus on State-specific effects, given the interest in learning about effects in different contexts, and will pool across all five States to address certain research questions. We plan to collect uniform data across all States in the demonstration, which would aid in a pooled analysis. In this case, the equation above would also include dummy variables for the State. We propose to include these state dummy variables as fixed effects, given that the five participating States will likely be a select group, so we will not attempt to generalize to all states.

Impacts will also be estimated for key subgroups of interest. Key subgroups will likely be defined by several household characteristics: elderly members, disabled members, presence of children, earned income, income level, race/ethnicity, language other than English used, and education level of household head (if available). Mode of interview offered (in-person, phone, or video) will also be a key subgroup of interest. How it is operationalized will depend on whether and how these options are offered to different types of applicants/clients. There may also be interest in estimating effects by certain factors that differ by area (e.g., county), such as area-level poverty rates, unemployment rates, and urbanicity. The subgroups will be selected based on existing research and discussions with FNS and state agencies.

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Given the large number of research questions for the study, it will be important to define the key confirmatory versus exploratory outcomes. Keeping the confirmatory outcomes to a few helps to avoid problems with multiple hypothesis testing, in which the probability of observing a statistically significant impact simply by chance increases as the number of tests increase. An initial plan might be to specify one or two key outcomes in each of the following three domains: access (approval rates and benefit levels); integrity (error rates); and efficiency (timeliness). We will adjust for multiple hypothesis testing using one of the accepted methods in the literature. Westfall-Young is one approach that accounts for multiple tests but is not as conservative as others, such as Bonferroni. We will work with FNS and each state agency to determine the theory of change for the specific intervention along with the confirmatory outcomes.

Exploratory outcomes will include the range of other outcomes listed in the research questions and can provide context on the effects observed for the confirmatory outcomes. These include, for example, application denials, denial type (income, failure to submit recertification, procedural reasons), case closure rates, churning rates, deductions claimed, take up of other benefits, and presence of earned income.

We will develop a statistical analysis plan that will be posted on a randomized controlled trial registry (e.g., American Economic Association RCT Registry), which will include the planned analyses, hypotheses, statistical corrections for multiple hypothesis testing, sensitivity tests, robustness tests, and subgroup analyses.

***Sample sizes and statistical power****.* Minimum detectable effects (MDEs) are presented in Exhibit 7 below, for two State caseload sizes—a relatively small caseload State with a caseload at the 25th percentile of caseload sizes, and medium caseload State with a caseload size at the median of caseload sizes. It is assumed that new applicants brought in over the course of the demonstration period would equal to 10 percent of the existing caseload.

MDEs for a binary (0/1) outcome and for average benefit amounts (in $) are shown, for the full samples and for subgroups representing 50 percent and 30 percent of the full sample, respectively. Findings from the 2015 study for Oregon and Utah can help put these MDEs in context. That study found effects on approval rates ranging from -0.1 to -5.3 percentage points across states and subgroups. The effect on the percentage of applications processed within time standards (timeliness) in Utah was -1.2 percentage points. Effects on average benefit amounts for new applicants ranged from $0 in Utah to -$3 in Oregon. Finally, effects on error rates, estimated using the smaller QC-like review sample, ranged from -1.8 percentage points in Utah to -5.9 percentage points in Oregon.

MDEs are fairly small for the 25th percentile state. However, for subgroups of new applicants in this state the MDEs (at .045 and .068) are on par with some of the larger effects founds in the earlier study. Effects on error rates for the smaller QC sample are sizable relative to the actual error rates in most states. MDEs for the median state caseload are smaller. We can discuss with FNS desired MDEs as well as what would be considered policy-relevant impacts for each key outcome.

**Exhibit 7.** Minimum detectable effects for binary outcomes and benefit amounts (for applicants)

| | 25th percentile caseload (N=86,000) | Median state caseload (N=280,000) |
|---|---|---|
| **Existing client sample** | **.011** | **.006** |
| 50% subgroup | .016 | .009 |
| 30% subgroup | .021 | .011 |
| **New applicant sample (10% of caseload)** | **.036 ($7)** | **.020 ($4)** |
| 50% subgroup | .051 ($10) | .028 ($6) |
| 30% subgroup | .065 ($13) | .036 ($7) |
| 200 No-interview cases and =~ 1,000 QC cases | .045 | .045 |
| **Notes**: Calculations assume a 5% significance level, 2-tailed test, and R-squared of .10 and a control group mean of .50 (for a binary outcome) and standard deviation of $100 (for average benefit amounts). The mean level assumed for the error rate is .05. | | |

The exhibit presents MDEs based on a 2-tailed significance test, in which the null hypothesis is that there is no difference in outcomes between the business-as-usual and No-interview conditions. However, the team can discuss with FNS the option of using one-tailed tests (if the primary concern is about effects in one direction) or conducting non-inferiority tests to assess whether the No-interview condition is "as good as" the business-as-usual condition. Using this approach, the No-interview condition would be considered non-inferior to the business-as-usual condition if the confidence interval of the estimated difference in outcomes between the two groups exceeded some predetermined threshold. This is a more appropriate test if the view is that the No-interview condition does not have to perform better than the business-as-usual condition (e.g., reduce error rates) to be worth implementing. We would then discuss with FNS the appropriate threshold to consider, which might be derived using a cost-benefit perspective, e.g., comparing the resources saved by eliminating the interview with the costs of increased error rates.

***Using historical data****.* If we have access to historical data, we will examine the correlation of available household characteristics (e.g., presence of children; earned income) and SNAP history (e.g., length of time in program; prior application results) on the outcomes of interest. These analyses can identify subgroups of interest outside those suggested by existing literature, as well as look at trends over time to help put prior studies into context (e.g., changes in behaviors, demographic composition, or external circumstances in 2023 compared with when prior research was conducted). These data will also help with study design by providing information on how much statistical power is gained by including some of these pre-random assignment factors in the regression adjustment impact models.

### Task 7: Qualitative Data Collection and Analysis
Qualitative data collection and analysis undertaken as part of this study will contribute to study objectives in at least three ways. First, data collection before or at the beginning of implementation will document existing procedures in place for conducting (or waiving, if applicable) certification and recertification interviews in states implementing the demonstration. This will ensure a thorough record of the SNAP interview processes that will become the business-as-usual arms of the study. Second, semi-structured in-depth interviews with SNAP program staff and administrators during the intervention will detail the implementation process, along with barriers and facilitators. Third, once we have assessed outcomes, qualitative data will

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aid in understanding why and how the study intervention produced observed outcomes.

We propose to conduct three waves of in-depth interviews to collect information necessary for describing implementation and understanding outcomes. Exhibit 8 describes the proposed qualitative data collection timetable by demonstration objective and key informant interviewee role. The first wave of data collection will occur in the first or second month of the demonstration. The purpose of this wave of interviews is to describe the No-interview and business-as-usual arms of the demonstration (Objective 1) in detail through mapping. Key informants include eligibility staff, eligibility staff supervisors, policy and operations staff, and State and local administrators who will describe how interviews are scheduled, tracked, and completed; and how eligibility is determined for clients in both the business-as-usual and No-interview conditions. Near the middle of the demonstration period (month six or seven) we will conduct in-depth interviews with key informants fulfilling the same roles in the SNAP eligibility determination process to gather information regarding barriers to implementation and the strategies that they utilized to overcome any problems. The purpose of the second round of data collection is to assess the feasibility of the intervention, problems encountered, and any modifications enacted.

The third round of data collection will occur at or near the end of the demonstration (months eleven or twelve). To the interviewee roles sampled in previous rounds of qualitative data collection, we will add staff of community organizations who serve low-income families by assisting with SNAP applications. Interview protocols for this round of data collection will ask key informants to reflect on the positive and negative consequences of removing interviews on certification and recertification (Objective 2); why removing the interview might have affected subpopulations of clients differently (Objective 3); and better understand the contextual factors that facilitate or impede dropping the interview requirement (Objective 5). Once administrative data analyses are complete, we will be able to use these qualitative data to explore the reasons for the observed outcomes and describe contextual factors that may have influenced outcomes.

**Exhibit 8**. Proposed Qualitative Data Collection Timetable by Objective and Interviewee Type

| OBJECTIVE | ROLE | | | | | |
|---|---|---|---|---|---|---|
| | Eligibility staff | Eligibility staff supervisors | Policy and ops staff | State admin | Local admin | CBO staff |
| **B=beginning of demonstration; M=middle of demonstration; E=end of demonstration** | | | | | | |
| **Objective 1:** Describe the regular interview and the No-interview process in each State. | | | | | | |
| 1. How are SNAP applicants assigned to the No-interview group of the control group? | B, M | B, M | B, M | B, M | B, M | |
| 2. What types of interview modes are offered and for which households in each State? Are households given a choice? | B, M | B, M | B, M | B, M | B, M | |
| 3. How is the interview process conducted at certification and recertification in each of the different modes? How is client information verified? | B, M | B, M | B, M | B, M | B, M | |
| 5. How is the information provided by caseworkers during certification and recertification interviews made available to clients assigned to the No-interview group? | B, M | B, M | B, M | B, M | B, M | |

| 6. What other programs may have been affected by the waiver of interviews? | E | E | E | E | E | E |
|---|---|---|---|---|---|---|
| **Objective 2:** Describe the experience of SNAP state agencies when using the No-interview waiver at certification and recertification. | | | | | | |
| 2. What are the negative effects of removing interviews for SNAP staff members involved in the certification, recertification, and verification process? | E | E | E | E | E | |
| 3. What are the positive effects of removing interviews for SNAP staff members involved in the certification, recertification, and verification process? | E | E | E | E | E | |
| **Objective 4:** Identify how waiving the interview could affect outcomes for various subpopulations of clients. | | | | | | |
| 1. What populations experience a negative impact with waiving interview requirements during certification and recertification? | E | E | E | E | E | |
| 2. What populations can be excluded from interviews with the lowest impact during certification and recertification? | E | E | E | E | E | |
| **Objective 5:** Document the main take away points from the study to inform FNS for program changes, for use by other states and for other considerations for future studies. | | | | | | |
| 2. To what extent are findings specific to the features of the demo State or other factors? | | | E | E | E | E |
| 3. Under what circumstances does each interview mode work best? | E | E | E | E | E | |

## Sampling

We propose to select between 10 and 25 key informants from each State for each wave of data collection for a total of 150 to 750 interviews. The exact numbers of key informants per State will depend on whether SNAP eligibility determinations are centralized or conducted locally, and, if local, how many locations participate in the demonstration. Sampling will be stratified by key informant role (eligibility staff, state administrator, community-based organization staff, front desk staff etc.), and by local site, when applicable. At the beginning of the demonstration, we will obtain a list of sites and individual staff working on aspects of the demonstration. Among staff with high levels of demonstration involvement, we will select interviewees randomly.

## Data collection

Interviews will last no more than 1/2 hour on average and will be conducted virtually. We propose to digitally record interviews so we may listen to them again if necessary for clarification. A note-taker will record the salient points described in each interview. The design of data collection instruments will ensure that the team may gather information pertinent to each objective and relevant question as described by Exhibit 9. MDRC's IRB will provide approval for research with human subjects and interviewers will be trained to use the protocols and will understand ethical interviewing practices.

During qualitative data collection, the team will provide weekly data collection update memos to the COR via email. These memos will include the number of interviews planned and scheduled; problems encountered during data collection including concerns expressed by key informants.

The memo will provide any metrics or other information as requested by FNS during the planning of the study.

Two weeks after the end of data collection, the team will provide a summary memo for each state on in-depth interview data collection describing the number of key informant interviews conducted, the number and types of participants in each interview, the average length of the interviews, and the quality of the data collected.

**Analysis**

Notes from each interview will be uploaded into NVivo for review and analysis. Interviews from informants will be grouped by State into State case studies. For assessing implementation, we propose to describe the business-as-usual and No-interview processes, barriers, challenges, and facilitators of implementation, and any strategies key informants utilized for managing workflow and overcoming challenges.

Questions raised by quantitative findings of the outcomes analysis may be explored through analysis of key informants' reflections on the demonstration, including positive and negative experiences, subpopulations that benefited or were poorly served by the No-interview condition, and how contextual factors and circumstances may have contributed to observed findings.

**Task 8: Reporting**

The team will produce a report outline for all chapters and appendices that includes draft tables, figures, and State profiles, and revise based on feedback provided by FNS on the draft version. A suggested outline of the report includes: 1) Report cover: visually designed cover relevant project; 2) An executive summary: includes overall study, its research objectives, and the main findings presented clearly and concisely for an audience of program and policy officials, and state officials; 3); Report Chapters. Chapter 1: Introduction, Background and Study Motivation, including a review of relevant literature, study objectives, and research questions. Chapter 2: Overview of the Study's Research Methods, including a description of the research approaches. Chapter 3: Quantitative Findings, including findings from trial and impacts and using clear data visualizations (charts and graphs) to convey findings. Chapter 4: Qualitative Findings that describes findings from staff interviews and other qualitative data sources to inform impact results. Chapters 5 through 9: Findings by State, including a State profile to provide context and a detailed presentation of findings including study limitations, and lessons learned. Chapter 10: Lessons learned and best practices, and Chapter 11: Conclusion that synthesizes across all States. The report will also contain appendices, such as additional information on State profiles and technical appendices to fully document technical specifications and analytic procedures used and data collection instruments.

The team is experienced at submitting draft reports for review and feedback from FNS and incorporating that feedback in a clear and timely fashion. The final report will reflect feedback from the briefing and State reviews. Before submitting to FNS, all drafts will go through MDRC's internal quality assurance review for grammatical or formatting errors. The team will plan to submit both a track changes version with notes on how and where FNS comments were addressed and a clean version with each version of the report. It will also be consistent with all current government standards and 508-compliance.

The team has experience presenting information using innovative dissemination tools and graphics, such as maps and infographics, and will utilize these tools. In addition to a host of other dissemination products, the Behavioral Interventions to Advance Self-Sufficiency (BIAS) project created a 100+ page cross-cutting report with findings by domain and descriptions of

each test.

## Task 9: Briefing

After delivering the Revised Final Report, we will schedule a 1.5-hour virtual final briefing. This briefing will be prepared in PowerPoint and include an overview of the study, the study design, and results. The briefing will be conducted using Microsoft Teams or another platform agreed upon with FNS. We will provide a draft version of the PowerPoint to FNS 2 weeks before the briefing. Feedback from FNS's review will be incorporated into the final PowerPoint and any supplementary materials. The COR will receive an electronic copy of the final presentation via email at least 2 days before the briefing.

## Task 10: Prepare and Submit Data Files and Documentation

MDRC has extensive experience creating restricted use data sets for use by our funding partners on federally funded projects. These are fully documented, ready to use files and typically include data dictionaries, codebooks including frequency counts for discrete variables and summary statistics for continuous variables, documented syntax, and a detailed cover memo summarizing the files, how to run the analysis, key variables needed to run the analysis, key data decisions, and decisions on masking. A group of senior data managers develops standards, procedures, and tools for effective and efficient data management at MDRC that covers the complete project life cycle from start-up tasks to data archiving. The guidance includes processes for data checking from raw data to final analysis files, conventions for writing clear and well-documented code, criteria for good variable naming, and instructions on how to write QC memos. MDRC is well-equipped to hand over stand-alone quantitative and qualitative data files to FNS.

MDRC has extensive experience creating and archiving quantitative data files for the use of the broader research community. MDRC will create data files stripped of identifiers and held in a secure data repository to be widely available to qualified researchers. As described in Task 2, most of our archived data is deposited to the Inter-university Consortium for Political and Social Research (ICPSR). In the process of planning and preparing data files for sharing, MDRC strives to find a balance of disclosure risk, completeness of the data, and broad access to the dataset. We intend the archived data resulting from the study to be complete, such that replication of the report analysis as well as additional analyses of the data may be undertaken while protecting the individual participants from re-identification.

The team will submit a first draft of all data files and documentation to FNS with the submission of the draft final report. The final version of the files, after rounds of review by FNS, will be submitted with the final report.

**Discussion of Technical Approach Challenges**

Every research study faces constraints. The best teams identify those constraints and have the foresight to mitigate and create contingency plans. The team is aware and prepared to face challenges that may emerge from the project, including:

- **OMB.** The team is skilled at managing research project timelines within OMB procedures. Should we receive OMB approval more quickly than anticipated, the team will be ready to begin subsequent tasks that align with the data collection and analysis as described in Task 6. Conversely, should the timeline be delayed due to OMB clearance, we will adjust and adapt to still meet the project's overall timeline.
- **Selecting States for the evaluation.** We welcome the opportunity to consult with FNS about developing and finalizing the list of states to invite to participate in the demonstration. As described in Task 2, we suggest a number of factors to consider, such as sample size

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and program operations.

- **Working with States on an efficient and effective evaluation.** The team recognizes the goal of implementing a 12-month demonstration where 20 percent of applicants and current participants are assigned to a No-interview group. Our proposed approach random assignment reflects a strong research design with flexibility to adapt based on sample sizes and randomization proportions once states are selected, as described in Task 2. The team will provide the sample sizes needed to detect significant differences in the participant and program outcomes and MDEs as described in Task 6.
- **Timeline for implementation.** While it would be ideal to launch all demonstration projects concurrently, the team is prepared to accommodate a staggered implementation within the contract's period of performance. For example, while each demonstration project is expected to be conducted for 12 months, if a State with a very large application caseload is selected, we may be able to reduce the implementation study period to fewer months to remain powered to detect effects and on track for the overall project timeline as described in Task 2.
- **Data sources**. Given the ambitious set of outcomes FNS is interested in exploring, the team is prepared to collect data that answers the broad set of outcomes relating to SNAP operations as described in Exhibit 5. The team will ensure the integrity of any data as described in Task 6.
- **Deliverables.** The team is skilled at writing findings and coordinating the review of state-specific chapters as part of the final report. All drafts of deliverables will be of the highest standards and integrate FNS and state feedback provided to our team. Our team will use data visualization and graphics to ensure that study findings are presented in a clear and digestible format, in addition to the technical specificities needed for any research report.

## IV. Management Approach

The management approach will ensure efficiency and clear communications. The chains of responsibility will start with Dr. Cynthia Miller (Project Director). Dr. Miller, working closely with Deputy Project Director Dr. Claire Wilson, will oversee all aspects of the study to ensure research design and task execution and overall project success. This includes being the main points of contact with the CORs, drafting memos and progress reports, leading data collection, processing and analyses, and report writing. From Dr. Miller and Dr. Wilson, the chain will flow to Senior Researchers, Dr. Maeve Gearing, Dr. Tatiana Homonoff, Dr. Henri Santos, and Mr. Jared Smith. Drs. Wilson and Gearing (Westat) will lead the qualitative research, while Dr. Miller, Dr. Santos, and Mr. Smith (MDRC), along with Dr. Homonoff, will lead the quantitative research. Westat's expertise in program evaluation, mixed-methods research, and data collection modalities, with a particular focus on qualitative methods, will complement MDRC's deep quantitative knowledge of program and research design, data sources, randomized controlled trials, and data analysis. The team will be supported by Subject Matter Expert, John Knaus.

As illustrated in Exhibit 9, Drs. Miller and Wilson will lead Task 1 (Project Orientation Meeting and Reporting) and ensure effective project management, communication, and reporting. Dr. Miller will work collaboratively to conceptualize and design the study and be responsible for Task 2 (Prepare the Updated Study Plan), which will then be seamlessly operationalized by Dr. Homonoff in Task 3 (Develop Data Collection Procedures and Instruments). Dr. Wilson will lead Task 4 (Develop OMB Information Collection Request (ICR) Package) and Task 5 (Train Data Collectors). Drs. Homonoff and Santos will lead Task 6 (Quantitative Data Collection and Analysis) with support from Mr. Smith. Drs. Wilson and Gearing will co-lead Task 7 (Qualitative Data Collection and Analysis). Task 8 (Reporting) will be led by Dr. Miller, and Task 9 (Briefing)

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will be led by Dr. Wilson. Finally, Task 10 (Prepare and Submit Data Files and Documentation) will be led by Mr. Smith.

**Exhibit 9**. Management Organizational Chart

| Project Director - Dr. Cynthia Miller<br>Deputy Project Director - Dr. Claire Wilson | **Task 1**<br>Miller &<br>Wilson | **Task 2**<br>Miller | **Task 3**<br>Homonoff | **Task 4**<br>Wilson | **Task 5**<br>Wilson |
|---|---|---|---|---|---|
| **Subject Matter Expert (SME) -** John Knaus | **Task 6**<br>Homonoff<br>& Santos | **Task 7**<br>Wilson &<br>Gearing | **Task 8**<br>Miller | **Task 9**<br>Wilson | **Task 10**<br>Smith |
| **Senior Researchers -** Dr. Maeve Gearing, Dr.<br>Tatiana Homonoff, Dr. Henri Santos, Jared Smith | | | | | |

The proposed team is well-suited to complete the tasks outlined in the Request. Exhibit 10 illustrates the team's expertise in SNAP processes and policy, writing government reports, and running large-scale experiments. The proposed personnel's resumes are in Appendix C. Exhibit 11 describes how labor hours will be distributed across the team members by task and Exhibit 12 describes our key personnel's capacity to complete the project effectively and efficiently.

**Exhibit 10.** Expertise and Experience Chart

| Name | Area of Expertise | Relevant Experience | Key Person |
|---|---|---|---|
| Cynthia Miller (MDRC) | Project management; Experimental design of RCTs; Writing clear government reports | Dr. Miller is a Senior Fellow in MDRC's Economic Mobility, Housing, and Communities policy area. She was the MDRC lead for the SNAP Employment and Training Pilots evaluation and is co-principal investigator on the Learning from Administrative Data Project, examining longer-term effects on a range of outcomes captured by administrative data at Census. She is the project director for the BASE project, designed to identify and test factors that affect workforce dynamics among early care and education teachers. She led the Paycheck Plus evaluation, testing an expanded Earned Income Tax Credit for single workers without dependent children in New York City and Atlanta, which included an embedded behavioral experiment to increase benefit take up. She received her PhD in economics from Columbia University. | Yes (PD) |
| Claire Wilson (Westat) | Qualitative data collection and analysis methods; SNAP operations; Project management | Dr. Wilson, proposed Westat Project Director, has led many SNAP research studies with complex designs. A seasoned project director and mixed-methods researcher, she excels at designing qualitative data collection protocols, engaging with SNAP State agencies and local program administrators, and synthesizing findings from multiple sources into clear and concise reports. | Yes (Deputy PD) |
| John Knaus (Westat) | SNAP certification; SNAP policy; Writing clear government reports | Knaus has over 45 years of experience working with federal poverty reduction programs, including more than three decades with the U.S. Department of Agriculture's Food and Nutrition Service (USDA FNS). Mr. Knaus has written certification policy and regulations, supported states' Business Process Reengineering (BPR) efforts, advised States on development of SNAP demonstration projects, conducted management evaluation (ME) reviews, and drafted Quality Control (QC) Handbooks and ME guides for various SNAP program areas. | Yes (Subject Matter Expert) |
| Tatiana Homonoff | SNAP policy; | Dr. Homonoff is an Associate Professor of Economics and | Yes (Senior |

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| | | | |
|---|---|---|---|
| (New York University) | SNAP certification; Quantitative data collection and analysis methods and techniques; Writing clear government reports | Public Policy at NYU's Robert F. Wagner School of Public Service. Her research focuses on identifying areas in which behavioral economics can improve public policy, including recent research of SNAP processes using large-scale field experiments and administrative data sets to examine the ways in which administrative burdens create barriers to program access. Her other work examines a wide variety of anti-poverty programs including Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), and the Earned Income Tax Credit (EITC). In 2016, she served as a Faculty Fellow at the White House Social and Behavioral Sciences Team (SBST). She is a Research Associate at the National Bureau of Economic Research (NBER), an Invited Researcher at J-PAL North America, and a Team Scientist at the Behavioral Change for Good Initiative. Homonoff received a Bachelor's from Brown University and a Ph.D. in Economics from Princeton University. | Researcher) |
| Maeve Gearing (Westat) | SNAP Policy; Qualitative data collection and analysis methods | Dr. Gearing has over 10 years experience in food and nutrition policy, including leading qualitative instrument development, data collection, and data analysis. Her projects have included leading interviews with SNAP participants on food shopping and food preparation and participation in nutritional assistance programs, developing qualitative interview guides for use with low-income populations looking at disability, food insecurity, and other topics; analyzing qualitative data with NVivo; and preparing reports and briefings to FNS and other clients. Dr. Gearing has also led the preparation of OMB packages for numerous studies. | Yes (Senior Researcher) |
| Henri Santos (MDRC) | Quantitative data collection and analysis methods and techniques, including RCTs and time use data | Dr. Santos is a research associate in the Center for Applied Behavioral Science, where he designs and quantitatively assesses the impact of studies applying behavioral science to social policy. He is currently the research lead for a project designing system-level interventions to support community college students. Prior to joining MDRC in 2023, he was part of Geisinger Health System's Behavioral Insights Team. As part of this group, he collaborated with hospital stakeholders to design and evaluate patient- and clinician-facing interventions, using principles from behavioral science and randomized controlled trials when possible. In addition to experimental work, he has experience in analyzing archival, clustered, and longitudinal data. He has also conducted research on behavioral nudges, trust in expertise, wise reasoning, and cultural change. He holds a PhD in psychology from the University of Waterloo. | Yes (Senior Researcher) |
| Jared Smith (MDRC) | Quantitative data analysis methods and techniques, including RCTs, sampling, and time use data | Smith is the lead data manager of MDRC's Center for Applied Behavioral Science (CABS), providing guidance to research staff on all quantitative data-related tasks over the life cycle of projects. As current data and impact lead for the Behavioral Interventions to Advance Self-Sufficiency-Next Generation (BIAS-NG) project and other prior human service program interventions, he evaluates and reports on behaviorally informed interventions designed to improve program outcomes using administrative data from TANF, employment, Child Welfare, and Child Support data systems. He previously served as data manager for the UK ERA project and Family Rewards projects, processing and | Yes (Senior Researcher) |

| | | analyzing administrative SNAP, TANF and employment data from UK national systems and NY and TN state systems. He serves on MDRC's Data Management Initiative group and leads quarterly information sessions and annual trainings for all MDRC data managers. | |
|---|---|---|---|

Beyond expertise and capacity, the team's proposed management structure, processes, and tools will ensure that the work meets the highest standards of quality and is completed in a timely manner. MDRC has successfully developed approaches to meeting and exceeding contract requirements through our many years of experience in conducting federally-funded project work. MDRC places a high value on conducting focused, objective, and credible studies in a timely fashion, within budget, and clearly disseminating findings in a variety of ways. MDRC's past work has been consistently judged as being of high quality.

## Quality Control Plan

MDRC has several systems in place for ensuring that our projects meet the requirements of our contracts, as described below. These systems apply at various stages of the project, assuring high performance over the span of the contract. With over 300 staff, MDRC is able to handle multiple projects at any one time, and our division of tasks on projects allow staff to work on multiple projects at the same time with greater ease (e.g., staff that are specialized in project management or data analysis work in similar capacities across multiple projects). Westat and Dr. Homonoff will supplement MDRC's capacities to ensure quality across all project components, with Westat having over 20 years of research and evaluation work and with Dr. Homonoff's ability to provide important feedback to both organizations.

### *Budget and Work Plan Monitoring and Corporate Review*

The team is committed to delivering task orders on time and on budget. MDRC's fiscal and contract management systems will play a key role in maintaining quality control and cost containment. Since its creation, MDRC has managed and accounted for over $1 billion in government and foundation funding. MDRC has an excellent track record for maintaining both positive cash flow and timely payment of vendors. Our accounting software was designed for firms with government contracts and is being used in other federal contracts to allow decentralization of work with accountability on the part of task teams. The contract will be subject to MDRC's Quality Assurance and Risk Management (QARM) program to assure corporate-level review of project progress and deliverables across the life cycle of each project.

- At contract award, a review of both the business and substantive aspects of each project are conducted using a template of potential risk factors that covers such areas as contractual relations with funders, budgets and expenditures, staffing, challenges, and the project's scope and work plan.
- Ongoing, corporate leadership meets monthly to review projects' progress, expenditures and budgets, as well as to identify risks and formulate areas of corrective action. There are also periodic check-ins with assigned corporate-level management and fiscal reviewers at specific milestones such as site selection, analysis plans, measurement and data collection plans, findings, and report reviews. For example, each project report is reviewed internally by at least one senior staff external to the project team. These reviews are required for all MDRC projects, including work done by Westat staff.
- An expiring project review is held within six months of the project end. Attendees include project leadership and key finance, legal, and corporate representatives to review the

project finances and confirm ability to meet the project's requirements within the remaining balance.

In addition, the company has a long history of effective management of subcontractor and consultant relationships, including with Westat specifically. Contracts are detailed with clear performance expectations, work plans, and expected costs. Westat will be required to submit monthly reports detailing work progress, costs, and any encountered problems. All Westat staff involved in data collection will be required to enter into a data sharing agreement and will be vetted to confirm they are able to follow MDRC's data security guidelines. If they are not, they cannot access MDRC's network.

### *Oversight of data collection, development of project deliverables, and adherence to regulations*

*OMB and IRB.* MDRC and Westat have extensive experience in developing high-quality OMB and IRB submissions and will draw upon that experience in carrying out the requirements as applicable. MDRC has received multiple OMB clearances working in partnership with several federal agencies, including the Department of Labor (DOL), HHS, FNS, and the Department of Housing and Urban Development (HUD). MDRC's IRB is responsible for reviewing all research conducted by the organization or its subcontractor for the protection of human subjects. It ensures that MDRC projects comply with professional standards and government regulations to safeguard participants, and that research team members, including subcontractors, are adequately trained.

*Data Security.* The team is committed to maintaining the security and confidentiality of any sensitive information it collects or acquires. MDRC's internal network is a secure virtualized environment protected by multi-factor authentication and encryption at rest. Personally identifiable information (PII) and other information requiring special protection is stored in restricted areas of our virtualized environment where access is granted only on a need-to-know basis. All MDRC staff sign a confidentiality pledge to abide by corporate policies on data security and are required to successfully complete annual training in cybersecurity best practices. Staff involved in human subjects research are further required to successfully complete research ethics and compliance training. MDRC utilizes formal incident response mechanisms and procedures to respond to data security incidents in a manner that protects both the potentially compromised information and the individuals affected. Data are housed within a secure private cloud platform with a moderate impact baseline that has been awarded FedRAMP Authorizations to Operate (ATOs) at the moderate impact level by HHS and the FedRAMP Program Management Office. Dr. Homonoff and Westat staff will be integrated into MDRC's data security systems on a need-to-know basis.

If necessary, the team can utilize SPROUT (a secure private cloud platform developed and maintained by MDRC) to conduct work in compliance with FedRAMP standards (per NIST SP 800-53) regarding the collection, transfer, storage, access, monitoring, and sharing of data. SPROUT runs on Amazon Web Services' GovCloud and has been awarded a FedRAMP Authorization to Operate (ATO) at the moderate impact level from the FedRAMP Program Management Office, sponsored by the Department of Health and Human Services (HHS). Information within SPROUT is protected by multi-factor authentication, end-to-end encryption for data in-transit and at-rest using TLS 1.2+ and AES-256 via FIPS 140-2 validated modules, and by continuous monitoring of application and transport-level traffic for inbound and outbound flows.

MDRC's project data managers maintain close control over access to project directories on MDRC's secure network and limit access to data with personally identifiable information (PII) to

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a small group of experienced programmers. Additionally, corporate IT staff who are responsible for maintaining and protecting the entire network will have access to project directories in their role as administrators. MDRC employs a corporate Data Librarian, who receives and logs all incoming quantitative data files with PII and who works with the project data managers to monitor use, archiving, and destruction of data during the life of the project. Finally, MDRC conducts annual mandatory data security training for each employee.

### *Publications, Dissemination, and Ability to meet Section 508 Requirements*

As applicable, the team will work to develop reports, briefings, and other deliverables that effectively communicate the findings from the project to their intended audiences. All deliverables will be in compliance with the specifications of FNS. MDRC has a standard review process when producing reports and other research publications. In addition to reviews by funding agencies and organizations, several internal reviews with the most senior research, operations, and publications staff at MDRC (including an early storyline review, a first draft review, and a final report review) help ensure that the report is written clearly, addresses the perspectives of policymakers and practitioners who may make operational and other decisions based on the design recommendations, and is methodologically accurate. MDRC has extensive experience producing 508-compliant documents through our contracted work on deliverables for various federal agencies. MDRC's Publications Department has developed specific guidelines and a template for preparing alt-text (or "figure descriptions") to ensure that the 508-compliance work can be completed. Once a deliverable has been finalized and approved by the contractor, the Publications Department prepares the 508-compliant deliverable in accordance with federal guidelines.

### Collaboration with Funder and Communication Processes

Drs. Miller and Wilson will be in contact with the COR on an agreed-upon cadence to assure FNS is kept informed of the status of task order work. Many research projects require the project team and assigned governmental representative to work closely to carefully define and prioritize any issues that need to be addressed in the project and select an approach that will best inform the project's issues within the established time and budget constraints. As needed, we will help identify high payoff options early and eliminate less promising avenues while assessing the trade-offs between the quality of information, timeliness, and costs of alternative approaches. This requires open and frequent communication about these trade-offs. We have successfully done this on both federal and state contracts and grants, working within tight budgets and timetables.

Drs. Miller and Wilson will lead regular management meetings with task leaders and will work with the business managers who will develop and track work plans and deliverables, staffing, expenses, and budgets, and maintain communications with subcontractors and consultants. The task leads will define team responsibilities, timelines, supervisory reporting, and milestones. Various tools will be used to support project management and communication, including videoconferencing to link staff, consultants, and partners in various locations, virtual whiteboards, email groups, and a password-protected project-based SharePoint or Teams site for collaborating and storing documents securely with the option to share across institutions.

**Exhibit 11**. Labor Loading Chart

| Name | Year 1: Oct. 2023-Sept. 2024 | | | Year 2: Oct. 2024-Sept. 2025 | | | Year 3: Oct. 2025-Sept. 2026 | | | Year 4: Oct. 2026-May 2027 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | This Project | Other Existing Contracts | Bid on other projects | This Project | Other Existing Contracts | Bid on other projects | This Project | Other Existing Contracts | Bid on other projects | This Project | Other Existing Contracts | Bid on other projects |
| **C. Miller (MDRC)** | 19% | 42% | 0% | 16% | 20% | 0% | 14% | 15% | 0% | 29% | 7% | 0% |
| **C. Wilson (Westat, Inc.)** | 20% | 58% | 0% | 16% | 35% | 0% | 23% | 28% | 0% | 26% | 5% | 0% |
| **J. Knaus (Westat, Inc.)** | 5% | 94% | 0% | 3% | 89% | 0% | 3% | 57% | 0% | 5% | 10% | 0% |
| **M. Gearing (Westat, Inc.)** | 20% | 60% | 0% | 21% | 50% | 0% | 27% | 20% | 0% | 21% | 20% | 0% |
| **J. Smith (MDRC)** | 12% | 27% | 0% | 9% | 13% | 0% | 19% | 5% | 0% | 43% | 2% | 0% |
| **H. Santos (MDRC)** | 11% | 35% | 10% | 12% | 18% | 10% | 23% | 2% | 0% | 16% | 2% | 0% |
| **T. Homonoff (NYU)** | 19% | 0% | 5% | 14% | 60% | 5% | 15% | 60% | 0% | 15% | 60% | 0% |

**Exhibit 12**. Key Personnel Time Commitment

| | **Name**, Key Personnel role | GSA Labor Category | Task 1 | Task 2 | Task 3 | Task 4 | Task 5 | Task 6 | Task 7 | Task 8 | Task 9 | Task 10 | Project Total | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **MDRC** | **C. Miller,** Project Director | Sr. Fellow | 148 | 136 | 64 | 54 | 24 | 656 | 80 | 260 | 24 | 32 | 1478 | hours |
| | **H. Santos,** Sr. Researcher | Sr. Associate I | 4 | 28 | 40 | 26 | 64 | 880 | 32 | 120 | 2 | 0 | 1196 | hours |
| | **J. Smith,** Sr. Researcher | Sr. Associate I | 76 | 28 | 88 | 34 | 44 | 608 | 58 | 82 | 6 | 476 | 1500 | hours |
| **Westat, Inc.** | **C. Wilson,** Deputy Project Director | Sr. Fellow | 71 | 136 | 152 | 72 | 92 | 10 | 752 | 332 | 20 | 0 | 1637 | hours |
| | **J. Knaus,** Subject Matter Expert | Sr. Associate II | 10 | 26 | 56 | 8 | 54 | 10 | 64 | 64 | 10 | 0 | 302 | hours |
| | **M. Gearing,** Sr. Researcher | Sr. Associate I | 0 | 88 | 176 | 202 | 152 | 0 | 813 | 230 | 16 | 0 | 1677 | hours |
| **NYU** | **T. Homonoff,** Sr. Researcher | Sr. Associate II | 8 | 94 | 181 | 40 | 24 | 706 | 0 | 182 | 6 | 0 | 1241 | hours |
| **Generic Positions** | N/A | V.P./Director | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 48 | 0 | 0 | 58 | hours |
| | N/A | Sr. Associate II | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 48 | 0 | 0 | 54 | hours |
| | N/A | Sr. Associate I | 0 | 44 | 120 | 16 | 0 | 0 | 0 | 0 | 16 | 0 | 196 | hours |
| | N/A | Associate II | 0 | 28 | 0 | 92 | 232 | 0 | 808 | 182 | 26 | 48 | 1416 | hours |
| | N/A | Analyst II | 0 | 24 | 32 | 0 | 0 | 160 | 0 | 0 | 0 | 0 | 216 | hours |
| | N/A | Assistant II | 59 | 24 | 32 | 40 | 24 | 1670 | 808 | 264 | 2 | 1054 | 3977 | hours |
| **TOTAL (hours)** | | | **376** | **672** | **941** | **584** | **710** | **4700** | **3415** | **1812** | **128** | **1610** | **14948** | **hours** |

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**Volume I: Technical Proposal**

**Appendices**

Appendix A: SNAP Journey Map Example

Appendix B: Deliverables Schedule

Appendix C: Resumes of Key Personnel

**Appendix A**: SNAP Journey Map Example

# SNAP APPLICATION CUSTOMER JOURNEY MAP

**Legend:**
- ● = Client-initiated action
- ● = Agency-initiated action
- ✦ = SNAP benefits start

*Upon expiration of benefits, staff member sends a notice to person receiving benefits who then moves through a similar process for recertification.*

| Phases | Application | Eligibility Review | Interview & Verification | Eligibility Determination |
|---|---|---|---|---|
| **Status Quo Application Process** | **1** Person needs help to feed their family; learns about and accesses SNAP form for help<br><br>**2** Person submits application form via online portal, email, mail, fax, or in-person at local SNAP office | **3** Staff member reviews application<br><br>**4** Staff member contacts person for interview<br><br>**5** Person receives contact (via email, phone, mail) | **6** Person applying attends interview, may bring documentation<br><br>**7a** **If interview is made,** staff member conducts interview, in person or on phone<br><br>**7b** **If interview is missed,** staff member sends notice of missed interview for reschedule | **8** Staff member reviews documentation provided by client during or after interview; **if eligible, person is approved\***<br><br>**8b** **If ineligible,** staff member sends notice |
| **Barriers (in status quo process)** | ✦ Person may feel uncertainty about whether to apply[1]<br><br>✦ Person may not receive personalized confirmation that clarifies next steps | ✦ Staff member may have insufficient information from application[2]<br><br>✦ Person may be difficult to reach (e.g., experiencing homelessness)[3]<br><br>✦ Person may not receive confirmation that clarifies interview date, time, and place[4] | ✦ Scheduled interview time may not account for person's schedule[5]<br><br>✦ Person may struggle to provide documents described in interview if there is a quick deadline[6] | ✦ Staff may have high caseloads that make it difficult to follow up when needed[7]<br><br>✦ (Approved) Person with short benefit window needs to take action quickly to recertify[8]<br><br>✦ (Denied) Person may be uncertain if they can reapply |
| **Redesigned Application Process** | **1** Person needs help to feed their family; learns about and accesses SNAP form for help<br><br>**2** Person submits application and documentation via online portal, signals preferred mode(s) of communication; app includes option for in-person application and helpline | **3** Staff member reviews application and submitted documentation, **if eligible, person is approved\***<br><br>**3b** If additional details are needed, staff contacts person with behaviorally informed message via elected mode(s) (see Exhibit 2)<br><br>**4** Agency sends automated text/email/robocall/mail reminders about deadline | **5** Person applying provides needed information, **if eligible, person is approved\***<br><br>**5b** **If deadline is missed,** staff sends behaviorally informed notice of ability to re-apply via person's elected mode(s) of communication | **7** Staff member reviews documentation provided by client; **if eligible, person is approved\***<br><br>**7b** **If ineligible,** staff member sends notice |

*\*If person is determined to be eligible for SNAP, staff member sends notice explaining benefits and EBT Card.*

**Citations**

[1] Foster et al., 2021, https://www.census.gov/library/stories/2021/02/demographic-snapshot-not-everyone-eligible-for-food-assistance-program-receives-benefits.html

[2] Finkelstein & Notowidigo, 2019; Rowe et al., 2015

[3] Rowe et al., 2015

[4] Wu & Meyer, 2021

[5] Giannella et al., 2023

[6] Homonoff & Somerville, 2021

[7] Brand, 2022, https://citylimits.org/2022/11/10/40-of-nyc-food-stamp-applicants-left-waiting-for-benefits-data-shows/

[8] Unrath, 2021

[9] Homonoff & Somerville, 2021

**Appendix B**: Deliverables Schedule

| Assumes September 30, 2023 Award Date | | | | |
|---|---|---|---|---|
| **Task** | | **Deliverable Description** | **Due Date** | **Anticipated Timeline** |
| 1. Project Orientation Meeting and Reporting | 1.1 | Project Orientation Meeting Agenda and Draft PowerPoint Slides | 2 work days prior to meeting | Oct-2023 |
| | 1.2 | Draft Project Orientation Meeting Summary Memorandum | Within 2 weeks after meeting | Oct-2023 |
| | 1.3 | Final Project Orientation Meeting Summary Memorandum | Within 4 weeks after meeting | Nov-2023 |
| | 1.4 | Monthly Progress Reports | 10th of each month | May-2027 |
| 2. Prepare the Updated Study Plan | 2.1 | Draft Updated Study Plan | 6 weeks after award | Nov-2023 |
| | 2.2 | Revised Updated Study Plan | 12 weeks after award | Dec-2023 |
| | 2.3 | Final Updated Study Plan | 16 weeks after award | Jan-2024 |
| 3. Develop Data Collection Procedures and Instruments | 3.1 | Draft Instrument and Procedures | 18 weeks after award | Feb-2024 |
| | 3.2 | Revised Instrument and Procedures | 24 weeks after award | Mar-2024 |
| | 3.3 | Pre-Test Memorandum | 32 weeks after award | May-2024 |
| | 3.4 | OMB-Ready Instruments | 34 weeks after award | May-2024 |

| | | | | |
|---|---|---|---|---|
| | 3.5 | IRB approval and amendments | 34 weeks after award | May-2024 |
| 4. Develop OMB Information Collection Request (ICR) Package | 4.1 | Draft Federal Register Notice | 20 weeks after award | Feb-2024 |
| | 4.2 | Final Federal Register Notice | 24 weeks after award | Mar-2024 |
| | 4.3 | Draft OMB Package | 28 weeks after award | Apr-2024 |
| | 4.4 | Revised OMB Package | 34 weeks after award | May-2024 |
| | | Submission of Final OMB Package | 38 weeks after award | Jun-2024 |
| | | Anticipated Date of Publication of the Federal Register 60-day Notice | 40 weeks after award | Jul-2024 |
| | 4.5 | Final OMB Package | Considered delivered upon OMB approval, allowing 52 weeks for OMB's final approval from the date of publication of the Federal Register 60-day Notice | Jul-2025 |
| 5. Train Data Collectors | 5.1 | Draft Data Collector Training Plan | 3 weeks after the ICR is submitted to OMB for approval | Jul-2024 |
| | 5.2 | Final Data Collector Training Plan | 2 weeks after receiving COR comments on 5.1 | Aug-2024 |

| | | | | |
|---|---|---|---|---|
| | | Data Collector Training | Within 3 weeks prior to data collection period starting | Oct-2025 |
| | 5.3 | Data Collector Training Memorandum | Within 2 weeks of end of data collector training | Oct-2025 |
| 6. Quantitative Data Collection and Analysis | 6.1 | Draft Recruitment Emails and Materials | 18 weeks after award | Feb-2024 |
| | 6.2 | Technical Assistance meeting summary memorandum | Within 1 week of each State technical assistance meeting | Aug-2025 |
| | 6.3 | Data Use Agreement (DUA) Status Updates | Biweekly starting after each case study State is recruited until final DUA is executed | Aug-2025 |
| | | Data Collection Period: October 2025-26 | Starting within 6-8 weeks of each State technical assistance meetings, 12-month duration | Oct-2025 |
| | 6.4 | Monthly Quantitative Data Collection Memoranda | Every month during data collection period | Nov-2025 |
| | 6.5 | Summary Report on Data Quality | Within 4 weeks of end of data collection | Nov-2026 |

| 7. Qualitative Data Collection and Analysis | | | | |
|---|---|---|---|---|
| | 7.1 | Qualitative Data Collection Updates | Weekly updates throughout data collection period | Oct-2025 |
| | 7.2 | Summary Memos | Within two weeks of completion of each demonstration project data collection | Nov-2026 |
| 8. Prepare and Submit Final Report | 8.1 | Draft Annotated Report Outline | No later than 8 weeks after data collection | Dec-2026 |
| | 8.2 | Revised Annotated Report Outline | No later than 12 weeks after completion of data collection | Jan-2027 |
| | 8.3 | Draft Final Report | No later than 18 weeks after completion of data collection | Feb-2027 |
| | 8.4 | Revised Final Report | No later than 24 weeks after completion of data collection | Apr-2027 |
| | 8.5 | Final Report | No later than 28 weeks after completion of data collection | May-2027 |
| 9. Briefing | 9.1 | Draft PowerPoint Slides for Briefing | At least 2 weeks prior to briefing | Apr-2027 |
| | 9.2 | Final PowerPoint slides for briefing | At least 2 business days prior to briefing | Apr-2027 |

| | | | | |
|---|---|---|---|---|
| | 9.3 | Virtual Briefing | No later than 15 business days after submission of 8.4 (Revised Final Report) | Apr-2027 |
| 10. Prepare and Submit Data Files and Documentation | 10.1 | Draft Public Use Quantitative Data Files and Documentation | Due with submission of Deliverable 8.3 (Draft Final Report) | Feb-2027 |
| | 10.2 | Revised Public Use Quantitative Data Files and Documentation | Due with submission of Deliverable 8.4 (Revised Final Report) | Apr-2027 |
| | 10.3 | Final Public Use Quantitative Data Files and Documentation | Due with submission of Deliverable 8.5 (Final Report) | May-2027 |
| | 10.4 | Draft Restricted Use Quantitative Data Files and Documentation | Due with submission of Deliverable 8.3 (Draft Final Report) | Feb-2027 |
| | 10.5 | Revised Restricted Use Quantitative Data Files and Documentation | Due with submission of Deliverable 8.4 (Revised Final Report) | Apr-2027 |
| | 10.6 | Final Restricted Use Quantitative Data Files and Documentation | Due with submission of Deliverable 8.5 (Final Report) | May-2027 |
| | 10.7 | Draft Restricted Use Qualitative Data Files and Documentation | Due with submission of Deliverable 8.3 (Draft Final Report) | Feb-2027 |

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|---|---|---|---|---|
| | 10.8 | Revised Restricted Use Qualitative Data Files and Documentation | Due with submission of Deliverable 8.4 (Revised Final Report) | Apr-2027 |
| | 10.9 | Final Restricted Use Qualitative Data Files and Documentation | Due with submission of Deliverable 8.5 (Final Report) | May-2027 |

**Appendix C**: Resumes of Key Personnel

# CYNTHIA MILLER
## SENIOR FELLOW

## EMPLOYMENT

**MDRC, New York,** September 1996 to present
- Senior Fellow, 2014 to present
- Senior Research Associate, 1998 to 2014
- Research Associate, 1996 to 1998

Selected Projects:

Project Director of Building and Sustaining the Early Care and Education Workforce Project, designed to identify and test factors that can affect the recruitment, retention, and advancement of the early care workforce. Helped to synthesize literature on key factors driving workforce dynamics and open questions in the field, led secondary analyses of existing data to address open questions, and leading evaluation design of wage subsidy for child care teachers, to assess effects on retention, income, and well-being.

Project Director of Paycheck Plus Demonstration, testing the effects of a more generous Earned Income Tax Credit for adults without dependent children in New York City and Atlanta. Led development of program model and evaluation design. Managed and reviewed implementation research. Led impact analysis and presentation of results via briefs, reports, and briefings.

White paper for Next Steps for Employment and Training Research Project, synthesizing literature on key factors likely to impact on the labor market in the next 10-15 years and implications for research on workforce programs for individuals with low incomes.

Project Director (for MDRC work) of the SNAP Employment and Training Pilots evaluation, examining the effects of innovative strategies across 10 states on employment, earnings, and SNAP participation. Helped to synthesize and report final findings for four of the 10 pilots.

Co-Principal Investigator on Learning from Administrative Data Project, examining long-term impacts on a range of outcomes for several welfare-to-work studies by merging original study data with the administrative data at Census.

**Universidad de San Andrés and Centro de Estudios de Estado y Sociedad, Argentina,**
August 2003 to August 2004.
- Fulbright Scholar, 2004

**Office of Population Research, Princeton University,** 1993 to 1996
- Research Associate

## EDUCATION

**Columbia University,** Ph.D., Economics, 1993.
**New Mexico State University**, B.B.A., 1987.

## TEACHING EXPERIENCE

Poverty and Policy in the United States, Universidad de San Andrés, Fall 2003.
Seminar in Applied Econometrics, Columbia University, Spring 1998.
Undergraduate Econometrics, Columbia University, Spring 1997.
Introduction to Microeconomics, Barnard College, Spring 1990.

## SELECTED PUBLICATIONS

### Journal Publications and Book Chapters

Courtin, Emilie, Heidi L. Allen, Lawrence F. Katz, Cynthia Miller, Kali Aloisi, and Peter Muennig. "Effect of Expanding the Earned Income Tax Credit to Americans without Dependent Children on Psychological Distress (Paycheck Plus): A Randomized Controlled Trial." *American Journal of Epidemiology* (2021).

Courtin, Emilie, Kali Aloisi, Cynthia Miller, Heidi L. Allen, Lawrence F. Katz, and Peter Muennig. "The Health Effects of Expanding the Earned Income Tax Credit: Results From New York City." *Health Affairs* 39, no. 7 (2020): 1149-1156.

Cynthia Miller, James Riccio, Nandita Verma, Stephen Nunez, Nadine Dechausay, and Edith Yang. "Testing a conditional cash transfer program in the U.S.: The effects of the family rewards program in New York City," *IZA Journal of Labor Policy*, 2015, Vol 4:11.

Cynthia Miller and Kristin E. Porter. "Barriers to Employment Among Out-of-school Youth." *Children and Youth Services Review*. 2007, Vol. 29, No. 5.

Cynthia Miller. "Stability and Change in Child Care and Employment: Evidence from the United States." *National Institute Economic Review*. 2006, No. 195.

Lisa Gennetian, Cindy Redcross, and Cynthia Miller. "Regional Differences in the Effects of Welfare Reform: Evidence from an Experimental Program in Rural and Urban Minnesota." Forthcoming in *Georgetown Journal on Poverty Law & Policy*.

Lisa Gennetian and Cynthia Miller. "How Welfare Reform Can Affect Marriage: Evidence from an Experimental Study in Minnesota." *Review of Economics of the Household*, 2004, Vol. 2, No. 3.

Lisa Gennetian and Cynthia Miller. "Children and Welfare Reform: A View from an Experimental Welfare Program in Minnesota." *Child Development* April/May 2002, Vol. 73, No. 2.

Lisa Gennetian, Cindy Redcross, and Cynthia Miller. "The Effects of Welfare Reform in Rural Minnesota: Evidence from the Minnesota Family Investment Program." In B. Weber, G. Duncan and L. Whitener (eds.) *Rural Dimensions of Welfare Reform*. Kalamazoo, MI: W.E. Upjohn Institute, 2002.

### Reports

Miller, Cynthia, Nina Castells, Nandita Verma, Joshua Vermette, and Henry Kanengiser. *Long-term Effects from the Original Jobs Plus Demonstration: Employment and Earnings for Public Housing Residents after 20 Years*. New York, New York: MDRC. May 2023.

Miller, Cynthia, Rebekah O'Donoghue, Dan Cullinan, Sumner Perera, Alexander Mayer, and Lindsay Page. *Possible Ways of Increasing College Access Among Adults from Underserved Backgrounds: A Study of College Transition Text-Based Messaging.* New York: MDRC. May 2023.

Miller, Cynthia, Lawrence Katz, and Adam Isen. 2022. Increasing the Earned Income Tax Credit for Childless Workers: A Synthesis of Findings from the Paycheck Plus Demonstration. New York: MDRC, June 2022.

Jonathan Bigelow, James Mabli, Cynthia Miller, Brandon Hawkins, Stephen Freedman, Kelsey Schaberg, Gretchen Rowe, and Julie Hartnack. (2022). Expanding Opportunities & Reducing Barriers to Work: Georgia Final Report. Prepared by Mathematica, Contract No. AG 3198-B-15- 0002. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support.

Keith Olejniczak, James Mabli, Cynthia Miller, Brandon Hawkins, Stephen Freedman, Kelsey Schaberg, Gretchen Rowe, and Julie Hartnack. (2022). Expanding Opportunities & Reducing Barriers to Work: Kansas Final Report. Prepared by Mathematica, Contract No. AG 3198-B-15- 0002. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support.

Jonathan Bigelow, James Mabli, Cynthia Miller, Brandon Hawkins, Stephen Freedman, Kelsey Schaberg, Gretchen Rowe, and Julie Hartnack. (2022). Expanding Opportunities & Reducing Barriers to Work: Virginia Final Report. Prepared by Mathematica, Contract No. AG 3198- B-15-0002. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support.

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Miller, Cynthia, Camielle Headlam, Michelle Manno, and Dan Cullinan. "Increasing Community College Graduation Rates with a Proven Model: Three-Year Results from the Accelerated Study in Associate Programs (ASAP) Ohio Demonstration." *MDRC*, January 2020.

Kusayeva, Yana and Cynthia Miller. "Tools for Better Practices and Better Outcomes." MDRC, November 2019.

Mage, Caroline, Peter Baird, and Cynthia Miller. "Introducing the Procedural Justice-Informed Alternatives to Contempt Project." MDRC, June 2019.

Bloom, Dan, and Cynthia Miller. "Helping Young People Move Up: Findings from Three New Studies of Youth Employment Programs." MDRC, November 2018.

Miller, Cynthia, Lawrence F. Katz, Gilda Azurdia, Adam Isen, Caroline B. Schultz, and Kali Aloisi. "Boosting the Earned Income Tax Credit for Singles: Final Impact Findings from the Paycheck Plus Demonstration in New York City." MDRC, September 2018.

Miller, Cynthia, Danielle Cummings, Megan Millenky, Andrew Wiegand, and David Long. "Laying a Foundation: Four-Year Results from the National YouthBuild Evaluation." MDRC, May 2018.

Cynthia Miller, Lawrence Katz, Gilda Azurdia, Adam Isen, and Caroline Schultz. "Expanding the Earned Income Tax Credit for Workers Without Dependent Children:  Interim Findings from the Paycheck Plus Demonstration in New York City." MDRC, August 2017.

Cynthia Miller, Megan Millenky, Lisa Schwartz, Lisbeth Goble, and Jillian Stein. "Building a Future: Interim Impact Findings from the YouthBuild Evaluation." MDRC, November 2016.

Cynthia Miller, Rhiannon Miller, Nandita Verma, Nadine Dechausay, Edith Yang, Timothy Rudd, Jonathan Rodriguez, and Sylvie Honig.  "Effects of a Modified Conditional Cash Transfer Program in Two American Cities: Findings from Family Rewards 2.0."  MDRC, September 2016.

James A. Riccio and Cynthia Miller.  "New York City's First Conditional Cash Transfer Program: What Worked, What Didn't."  MDRC, May 2016.

Cynthia Miller, Caroline Schultz, and Alexandra Bernardi. "Testing an Expanded Earned Income Tax Credit for Single Adults: Year 1 of Paycheck Plus."  MDRC, December 2015.

Melissa Binder, Kate Krause, Cynthia Miller, and Oscar Cerna. "Providing Incentives for Timely Progress Toward Earning a College Degree:  Results form a Performance-Based Scholarship Experiment," MDRC, June 2015.

Nadine Dechausay, Cynthia Miller, and M. Victoria Quiroz-Becerra. "Implementing a Conditional Cash Transfer Program in Two American Cities:  Early Lessons from Family Rewards 2.0," MDRC October 2014.

James Riccio, Nadine Dechausay, Cynthia Miller, Stephen Nunez, Nandita Verma, and Edith Yang. "Conditional Cash Transfers in New York City:  The Continuing Story of the Opportunity-NYC Family Rewards Demonstration." MDRC, September 2013.

Nandita Verma, Betsy Tessler, Cynthia Miller, James Riccio, Zawadi Rucks, and Edith Yang. "Working Toward Self-Sufficiency: Early Findings from a program for Housing Voucher Recipients in New York City." MDRC, December 2012.

Cynthia Miller, Mark Van Dok, Betsy Tessler, and Alex Pennington.  "Strategies to Help Low-Wage Workers Advance: Implementation and Final Impacts of the Work Advancement and Support Center (WASC) Demonstration." MDRC, September 2012.

Cynthia Miller, Melissa Binder, Vanessa Harris, and Kate Krause.  "Staying on Track:  Early Findings from a Performance-Based Scholarship Program at the University of New Mexico." MDRC, August 2011.

James Riccio, Nadine Dechausay, David Greenberg, Cynthia Miller, Zawadi Rucks, and Nandita Verma. "Toward Reduced Poverty Across Generations:  Early Findings from New York City's Conditional Cash Transfer Program." MDRC, March 2010.

Cynthia Miller, Betsey Tessler, and Mark van Dok. "Strategies to Help Low Wage Workers Advance: Implementation and Early Impacts of the Work Advancement and Support Center (WASC) Demonstration," MDRC, June 2009.

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Cynthia Miller, Helen Bewley, Verity Campbell-Barr, Richard Dorsett, Gayle Hamilton, Lesley Hoggart, Tatiana Homonoff, Alan Marsh, Kathryn Ray, James A. Riccio, and Sandra Vegeris. "Implementation and Second-Year Impacts for New Deal 25 Plus Customers in the UK Employment Retention and Advancement (ERA) Demonstration." UK Department for Work and Pensions, Research report No. 520, 2008.

James A. Riccio, Helen Bewley, Verity Campbell-Barr, Richard Dorsett, Gayle Hamilton, Lesley Hoggart, Alan Marsh, Cynthia Miller, Kathryn Ray, and Sandra Vegeris. "Implementation and Second-Year Impacts for Lone Parents in the UK Employment Retention and Advancement (ERA) Demonstration." UK Department for Work and Pensions, Research report No. 489, 2008.

Cynthia Miller, Aletha C. Huston, Greg, J. Duncan, Vonnie C. McLoyd, and Thomas S. Weisner. "New Hope for the Working Poor: Effects After Eight Years for Families and Children." MDRC, July 2008.

Greg Duncan, Cynthia Miller, Amy Classens, Mimi Engel, Heather Hill, and Constance Lindsay. "New Hope's Eight-Year Impacts on Employment and Family Income." MDRC, July 2008.

Allen LeBlanc, Cynthia Miller, Karin Martinson, and Gilda Azurdia. "The Employment Retention and Advancement Project: Results from Minnesota's Tier 2 Program." MDRC, February 2007.

Cynthia Miller, Johannes M. Bos, Kristin E. Porter, Fannie M. Tseng, and Yasuyo Abe. "The Challenge of Repeating Success in a Changing World: Final Report on the Evaluation of the Center for Employment Training Replication Sites." MDRC, September 2005.

Lisa Gennetian, Cynthia Miller, and Jared Smith. "Turning Welfare into a Work Support: Six-Year Impacts on Parents and Children from the Minnesota Family Investment Program." MDRC, July 2005.

Cynthia Miller, Mary Farrell, Maria Cancian, and Daniel R. Meyer. "The Interaction of Child Support and TANF: Evidence from Samples of Current and Former Welfare Recipients." MDRC, December 2004.

Cynthia Miller, Johannes M. Bos, Kristin E. Porter, Fannie M. Tseng, Fred C. Doolittle, Deana N. Tanguay, and Mary P. Vencill. "Working with Disadvantaged Youth: Thirty-Month Findings from the Evaluation of the Center for Employment Training Replication Sites." MDRC, June 2003.

Aletha C. Huston, Cynthia Miller, Lashawn Richburg-Hayes, Greg J. Duncan, Carolyn A. Eldred, Thomas S. Weisner, Edward Lowe, Vonnie C. McLoyd, Danielle A. Crosby, Marika N. Ripke, and Cindy Redcross. "New Hope for Families and Children: Five-Year Results of a Program to Reduce Poverty and Reform Welfare." MDRC, June 2003.

Cynthia Miller. "Leavers, Stayers, and Cyclers: An Analysis of the Welfare Caseload." MDRC, November 2002.

Cynthia Miller, Cindy Redcross, and Christian Henrichson. "Food Stamp use Among Former Welfare Recipients." MDRC, February 2002.

Cynthia Miller and James Riccio. "Making Work Pay for Public Housing Residents: Financial Incentive Designs at Six Jobs-Plus Demonstration Sites." MDRC, January 2002.

Cynthia Miller and Virginia Knox. "The Challenge of Helping Low-Income Fathers Support their Children: Final Lessons from Parents' Fair Share." MDRC, November 2001.

# HENRI SANTOS
### RESEARCH ASSOCIATE

## EDUCATION

**University of Waterloo**, Waterloo, ON                                             2018
**PhD in Psychology** (Concentration: Social Psychology)
Adviser: Igor Grossmann
Dissertation: Advice-giving situations promote wiser reasoning in life challenges and conflicts

**Georgetown University**, Washington, DC                                          2012
**AB Psychology** (Honors), *magna cum laude*

## EXPERIENCE

**MDRC**, New York, NY                                             January 2023 – present
Center for Applied Behavioral Science
*Research Associate*
- Designs and quantitatively assesses the impact of studies applying behavioral science to social policy and education
- Serves as impact and research lead on projects
- Projects include investigating the components of successful cross-functional teams in higher education and designing system-level interventions to improve outcomes for community college students

**Geisinger Health System**, Danville, PA                    December 2019 – January 2023
Behavioral Insights Team, Steele Institute for Health Innovation
*Staff Scientist*
- Used principles in Psychology and Behavioral Economics to design and evaluate lightweight interventions aimed at improving patient and/or provider decision-making and behavior
- Collaborated with different stakeholders from across the health system to diagnose the problem, design solutions, and conduct randomized control trials to test the impact of interventions
- Projects included increasing uptake of screening tests, recommended medications, and vaccinations through mailed letters, emails, SMS, and electronic health record alerts; promoting safe behavior during the COVID-19 outbreak; surveying employee facilitators and barriers for COVID-19 and flu vaccination; increasing enrollment in employee wellness programs; promoting smoking cessation efforts with an app; improving care delivery to at-risk mothers

**Geisinger Health System**, Lewisburg, PA                    October 2018 – December 2019
Research Lab of Michelle N. Meyer and Christopher F. Chabris
*Postdoctoral Fellow*

- Designed and conducted studies to examine when people seek experts and revise their beliefs in the domains of genetics, economics, and the COVID-19 outbreak
- Designed and conducted a multi-survey study to examine online survey-taking behavior
- Analyzed cross-cultural data testing the generalizability of inattentional blindness

**University of Waterloo**, Waterloo, ON September 2013 – August 2018
Research Lab of Igor Grossmann
*Graduate Researcher*
- Used longitudinal surveys and online experiments to study the mental processes associated with wisdom and to test methods to boost wisdom in the face of conflict and challenging situations
- Analyzed 50 years of census and microdata across 78 countries to find the factors contributing to shifts in cultural values and practices over time
- Designed a program of studies to examine conceptualizations of wisdom and boost wiser reasoning in developing countries (Philippines and Sri Lanka)

**University of Waterloo**, Waterloo, ON January 2018 – April 2018
*Instructor of Record*
- Taught a course on social cognition to upper-year undergraduate students
- Covered cognitive processes behind biases, decision-making, and social interactions

**De La Salle University**, Manila, Philippines June 2012 – August 2013
*Instructor of Record*
- Taught courses on experimental, biological, and positive psychology to undergraduate students
- Guided students in developing experiments and gaining a solid understanding of statistical analysis and interpretation

## SELECTED REPORTS AND PUBLICATIONS

**Santos, H. C.,** Chabris, C. F., & Meyer, M. N. (2021). Reports of the death of expertise may be exaggerated: Limits on knowledge resistance in health and medicine. In J. Strömbäck, A. Wikforss, K. Glüer, T. Lindholm, & H. Oscarsson (eds.) *Knowledge resistance in high-choice information environments* (pp. 148–165). New York: Routledge. https://doi.org/10.4324/9781003111474-8

**Santos, H. C.,** Goren, A., Chabris, C. F., & Meyer, M. N. (2021). Effect of targeted behavioral science messages on COVID-19 vaccination registration among employees of a large health system: A randomized trial. *JAMA Network Open*, 4(7), e2118702. https://doi.org/10.1001/jamanetworkopen.2021.18702

Grossmann, I., Dorfman, A., Oakes, H., **Santos, H. C.,** Vohs, K. D., & Scholer, A. A. (2021). Training for wisdom: The distanced self-reflection diary method, *Psychological Science,* 32(3), 381–394. https://doi.org/10.1177/0956797620969170

**Santos, H. C.** & Grossmann, I. (2020). Cross-temporal exploration of the relationship between wisdom-related cognitive broadening and subjective well-being: Evidence from a cross-validated national

longitudinal study. *Social Psychological and Personality Science*, 12(4), 506–516. https://doi.org/10.1177/1948550620921619

Dorfman, A., Oakes, H., **Santos, H. C.,** & Grossmann, I. (2019). Self-distancing promotes positive emotional change after adversity: Evidence from a micro-longitudinal field experiment. *Journal of Personality,* 89(1), 132–144. https://doi.org/10.1111/jopy.12534

Brienza, J., Kung, F., **Santos, H. C.**, Bobocel, D. R., & Grossmann, I. (2018). Wisdom, bias, and balance: Towards a process-sensitive measurement of wisdom-related cognition. *Journal of Personality and Social Psychology*, *115*(6), 1093–1126. https://doi.org/10.1037/pspp0000171

**Santos, H. C.**, Huynh, A. C., & Grossmann, I. (2017). Wisdom in a complex world: A situated account of wise reasoning and its development. *Social and Personality Psychology Compass*, 11(10), 1–13. https://doi.org/10.1111/spc3.12341

**Santos, H. C.**, Varnum, M. E. W., & Grossmann, I. (2017). Global increases in individualism. *Psychological Science*, 28(9), 1228–1239. https://doi.org/10.1177/0956797617700622

# JARED W. SMITH
## SENIOR RESEARCH ASSOCIATE

### EXPERIENCE

**MDRC, New York**     February 1999 - Present

Senior Research Associate (January 2013-present)
Research Associate (January 2005-December 2012)
Research Analyst (July 2000-December 2004)
Research Assistant (February 1999-June 2000)

-Lead data manager for the *Center for Applied Behavioral Science*.
Provides guidance to staff on all data-related tasks over the life cycle of a project. Serves on the MDRC Data Management Initiative steering committee. Writes guidance documents on data management and leads information sessions and training for data managers.

-Data manager/impact lead on the *Behavioral Interventions to Advance Self-Sufficiency-Next Generation Project.*
Manages the collection, processing, and analysis of administrative data from various state and local government agencies on social service programs such as cash assistance, child welfare, and Head Start for the BIAS-NG project. Co-author on pending briefs evaluating behaviorally informed interventions designed to improve human services program outcomes in state and local TANF offices.

-Data manager/impact researcher on the *Behavioral Interventions for Child Support Services Project* and the *Behavioral Interventions to Advance Self-Sufficiency Project.*
Managed the collection, processing, and analysis of administrative data from various state government agencies on social service programs such as cash assistance, child support, and child care for numerous studies in the BIAS and BICS projects. Co-author on report evaluating a behaviorally informed intervention designed to increase the number of TANF recipients in Los Angeles who reengaged with the county's welfare-to-work program.

-Data manager on the *Opportunity NYC Demonstrations* and *Social Innovation Fund Family Rewards Program.*
Managed the collection and processing of administrative NYC school records, NYS employment, public assistance and Medicaid data, and participant survey data for the Family Rewards program, the Work Rewards Program, and Family Rewards 2.0 program.

-Data manager on the *UK Employment Retention and Advancement Project*.
Managed the collection and processing of administrative employment and public assistance data and program-related incentives data provided by the Dept. of Work and Pensions in the United Kingdom, processed and analyzed two waves of customer survey data.

-Data manager on the *Next Generation Project*.

Managed data from ten studies of welfare-to-work, anti-poverty, and employment policies and practices, provided expertise to university-based researchers on the surveys and analysis files from the ten studies, created a website to provide information on the ten studies for members of the project.

## EDUCATION

**Northwestern University;** Evanston, IL
M.A. in Economics December 1998 (University Fellowship 1997-1998)

**The Ohio State University**; Columbus, OH
B.S. in Economics June 1997
B.S. in Mathematics June 1997 (Summa Cum Laude, Phi Beta Kappa)

## PUBLICATIONS

Gaffney, A., M. Fishman, and J. Smith. *Explainers and Case Managers: Engaging California Parents During Child Support Order Establishment*. New York: MDRC. June 2019.

Farrell, M., J. Smith, L. Reardon, and E. Obara. *Framing the Message: Using Behavioral Economics to Engage TANF Recipients*. OPRE Report 2016-02. Washington, DC: Office of Planning, Research and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services. March 2016.

Hendra, R., J. Riccio, R Dorsett, D. Greenberg, G. Knight, J. Phillips, P. Robins, S. Vegeris, and J. Walter with A. Hill, K. Ray, and J. Smith. "Breaking the Low-Pay, No-Pay Cycle: Final Evidence from the UK Employment Retention and Advancement (ERA) Demonstration." New York: MDRC. August 2011.

Miller, C., J. Riccio and J. Smith. "A Preliminary Look at Early Educational Results of the Opportunity NYC-Family Rewards Program." New York: MDRC. June 2009.

Gennetian, L., C. Miller and J. Smith. "Turning Welfare into a Work Support: Six-year Impacts on Parents and Children from the Minnesota Family Investment Program." New York: MDRC. July 2005.

Morris, P. and S. Jones with J. Smith. "Children in Public Housing Developments: An Examination of the Children at the Beginning of the Jobs Plus Evaluation." New York: MDRC. December 2002.

# Maeve E. Gearing, PhD

*Senior Study Director*

Westat®

Dr. Gearing has over 10 years experience in food and nutrition policy, including leading qualitative instrument development, data collection, and data analysis. Her projects have included leading interviews with SNAP participants on food shopping and food preparation and participation in nutritional assistance programs, developing qualitative interview guides for use with low-income populations looking at disability, food insecurity, and other topics; analyzing qualitative data with NVivo; and preparing reports and briefings to FNS and other clients. Dr. Gearing has also led the preparation of OMB packages for numerous studies.

**Key Qualifications**

Qualitative instrument design; Qualitative interviews; Qualitative data analysis; OMB packages

## Education

PhD, Duke University, Public Policy, 2013

MA, Duke University, Public Policy, 2010

BA, Wellesley College, Economics, 2005

## Employment History

**Westat** | 2016 - Present

**Center for Labor, Human Services, and Population, Urban Institute, Washington, DC** | 2013 - 2016

## Relevant Experience

**PROJECT DIRECTOR | Assessment of the Barriers That Constrain the Adequacy of SNAP Allotments | U.S. Department of Agriculture (USDA)**
Dr. Gearing is responsible for overall project management and quantitative data analysis. She oversees data collection, sampling, survey work, and qualitative data collection and communicates regularly with FNS. She will also take the lead in writing the report and disseminating findings.

**QUALITATIVE DATA COLLECTION AND ANALYSIS | Summer Food Service Program (SFSP) Integrity Study | Food and Nutrition Service (FNS), U.S. Department of Agriculture (USDA)**
Dr. Gearing conducted qualitative interviews with SFSP directors and led analysis of qualitative data.

**QUALITATIVE LEAD | Beyond Benefits Study | Social Security Administration (SSA)**
Dr. Gearing is leading the development of qualitative instruments including interview and focus group protocols for data collection with exiters and possible exiters, motivational interviewers, service providers, and state officials. Dr. Gearing will also lead all qualitative data collection, data analysis, and writing and presenting qualitative results.

**QUALITATIVE RESEARCHER | Process and Use of the WIC Nutrition Risk Assessment - Remote Data Collection | Food and Nutrition Service (FNS), U.S. Department of Agriculture (USDA)**

Qualitative data collection, data analysis, and report writing. Dr. Gearing conducted remote site visits, including interviewing WIC staff and WIC clients. Dr. Gearing also analyzed qualitative data and contributed to writing the final report.

**QUALITATIVE DATA LEAD | Innovations in Strategies to Prepare Individuals for Employment in H-1B Occupations and Industries | U.S. Department of Labor (DOL)**

Dr. Gearing led qualitative data collection, including conducting interviews with grantees. Dr. Gearing also conducted qualitative data analysis and wrote results of qualitative data analysis in the project report.

**QUALITATIVE LEAD | Demonstration and Evaluation of Community College Interventions for Youth and Young Adults with Disabilities | Chief Evaluation Office (CEO), U.S. Department of Labor (DOL)**

Dr. Gearing is responsible for collecting qualitative data through site visits and in-depth interviews with program staff and participants, analyzing the data, and disseminating results.

**QUALITATIVE LEAD | Evaluation of Food Insecurity Nutrition Incentives (FINI) | Food and Nutrition Service (FNS), U.S. Department of Agriculture (USDA)**

Dr. Gearing is collecting qualitative data, interviewing grantees on program progress, and analyzing the results. She will contribute to the process study report.

**DEPUTY PROJECT DIRECTOR | Family Day Care Home Participation Study (FDCH) | Food and Nutrition Service (FNS), U.S. Department of Agriculture (USDA)**

Dr. Gearing oversees research operations and coordinates between other team members and the project director. In addition, she leads survey data analysis.

**DEPUTY PROJECT DIRECTOR | Food Security Status and Well-Being of Nutrition Assistance Program (NAP) Participants in Puerto Rico | Food and Nutrition Service (FNS), U.S. Department of Agriculture (USDA)**

Dr. Gearing is responsible for overseeing research operations and coordinating between other team members and the project director.

**PROJECT DIRECTOR | Evaluation of a Free Internet Parenting Intervention | National Institutes of Health (NIH)**

Along with Dr. Michael Lorber at NYU, Dr. Gearing leads the study, overseeing development of the intervention website, recruitment, and project management.

**ANALYTIC AND DISSEMINATION LEAD | Stanford/Westat Household COVID Survey | Internal**

Dr. Gearing oversaw data analysis, including quantitative survey analysis and qualitative analysis of survey open-ended responses. She also led dissemination of findings through website features, conference presentations, and publications.

**ANALYTIC LEAD | Summer Food Service Program (SFSP) Participant Characteristics and Meal Analysis of Quality | U.S. Department of Agriculture (USDA)**

Dr. Gearing analyzes survey data to identify key differences between participants and eligible nonparticipants and to identify key facilitators of and barriers to SFSP participation.

## Publications/Technical Reports

Giesen, L., Gola, A.H., Gearing, M., Gabay, M., Baier, K., Bozzolo, C., and Mwombela, B., (2023). Summer Food Service Program Integrity Study: Final Report, Food and Nutrition Service, U.S. Department of Agriculture, Alexandria, VA, Westat

Giesen, L., Gola, A.H., Gearing, M., Gabay, M., Baier, K., Bozzolo, C., and Mwombela, B., (2023). Summer Food Service Program Integrity Study: Summary Report, Food and Nutrition Service, U.S. Department of Agriculture, Alexandria, VA, Westat

Bruce, C., Gearing, M., DeMatteis, J., Levin, K., Mulcahy, T., Newsome, J., and Wivagg, J., (2022). Financial vulnerability and the impact of COVID-19 on American households. PLoS One, 17(1), e0262301. https://doi.org/10.1371/journal.pone.0262301. PMID: 35030175 PMCID: PMC8759691

Gearing, M. (2021). What worries Americans most about COVID-19?. Available at: https://www.westat.com/articles/what-worries-americans-most-about-covid-19.

Gearing, M., Lewis, M., Wilson, C., Bozzolo, C., and Hansen, D., (2021). Barriers That Constrain the Adequacy of Supplemental Nutrition Assistance Program (SNAP) Allotments: In-depth Interview Findings, FNS, Alexandria, VA

Gearing, M., Dixit-Joshi, S., and May, L., (2021). Barriers That Constrain the Adequacy of Supplemental Nutrition Assistance Program (SNAP) Allotments: Survey Findings., FNS, Alexandria, VA

Vericker, T., Dixit-Joshi, S., Giesen, L., Gearing, M., Manglitz, C., Baier, K., Lee, H., and May, L., (2021). Evaluation of the Implementation of Food Insecurity Nutrition Incentives (FINI) Final Report, Food and Nutrition Service, U.S. Department of Agriculture, Alexandria, VA, Westat

Gasper, J.M., Gearing, M., Giesen, L.J., Marrow, J., Muz, B., and Dodkowitz, A.D., (2021). Findings from the implementation study: Evaluation of the TechHire and Strengthening Working Families Initiative grant programs, Washington, DC, U.S. Department of Labor

Gasper, J.M., Gearing, M., Giesen, L., Marrow, J., Muz, B., and Dodkowitz, A.D., (2021). Evaluation of the TechHire and Strengthening Working Families Initiative Grant Programs: Findings from the Implementation Study, U.S. Department of Labor, Washington, D.C.

Gearing, M. (2020). How are Americans coping financially with COVID-19?. Available at: https://www.westat.com/articles/how-are-americans-coping-financially-covid-19.

Vericker, T., Dixit-Joshi, S., Taylor, J., Giesen, L., Gearing, M., Baier, K., Lee, H., Trundle, K., Manglitz, C., and May, L., (2019). The Evaluation of Food Insecurity Nutrition Incentives (FINI): Interim report, Nutrition Assistance Program Report, Alexandria, VA, Food and Nutrition Service, U.S. Department of Agriculture

Vericker, T.C., Gearing, M.E., and Kim, S., (2019). Updated nutrition standards for school meals associated with improved weight outcomes for boys in elementary school. Journal of School Health, 89(11), 907-915. doi:10.1111/josh.12828

Bennici, F., Gearing, M., Frey, W., Giesen, L., and Riley, J., (2019). Demonstration and Evaluation of Community College Interventions for Youth and Young Adults with Disabilities: Final Report, U.S. Department of Labor, Rockville, MD, Westat

Gearing, M., Frey, W., Bennici, F., and Muz, B., (2019). Building accessible and inclusive community college environments for students with disabilities: Two experiences in capacity building and institutional change, U.S. Department of Labor, Rockville, MD, Westat

Zimmerman, T., Douglass, D., Heller, A.T., Gearing, M.E., Brown McFadden, A.D., and May, L., (2018). Task 3 Report – Testing Recommended Alternate Databases, Developing the food description databases for FoodAPS-2 web collection to identify items in real time, Economic Research Service, U.S. Department of Agriculture, Rockville, MD, Westat

Gearing, M.E., Douglass, D., Brown, A., and Zimmerman, T., (2017). Developing the food description databases for FoodAPS-2 web collection to identify items in real time, Economic Research Service, U.S. Department of Agriculture, Rockville, MD, Westat

Vericker, T., Dixit, S., May, L., Caperna, K., and Gearing, M.E., (2017). The Evaluation of Food Insecurity Nutrition Incentives: Preliminary report, Food and Nutrition Service, U.S. Department of Agriculture, Rockville, MD, Westat

Hahn, H., Amin, R., Kassabian, D., and Gearing, M.E., (2016). Improving Business Processes for Delivering Work Supports for Low-Income Families: Findings from the Work Support Strategies Evaluation, Washington, DC, Urban Institute

Loprest, P.J., Gearing, M.E., and Kassabian, D., (2016). States' Use of Technology to Improve Delivery of Benefits: Findings from the Work Support Strategies Evaluation, Washington, DC, Urban Institute

Burt, M.R., Gearing, M.E., and McDonald, M., (2016). Evolution in programs offering supportive housing to child welfare-involved families: Services integration and systems change at the half-way point, Washington, DC, Urban Institute

Gearing, M.E., (in press). How do you teach a kid to be a dad?. Urban Wire

Gearing, M.E., (in press). Policymaking amid uncertainty: Examining nutrition. Urban Wire

Hahn, H., Gearing, M.E., Katz, M., and Amin, R., (2015). Observations of leaders driving changes in state government, Washington, DC, Urban Institute

Isaacs, J.B., Sandstrom, H., Rohacek, M.H., Lowenstein, C., Healy, O., and Gearing, M.E., (2015). How Head Start grantees set and use school readiness goals, OPRE Report #2015-12a, Washington, DC, Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services

Marron, D., and Gearing, M.E., (2015). Should we tax unhealthy foods and drinks?, Washington, DC, Urban Institute

Sandstrom, H., Healy, O., Gearing, M.E., and Peters, H.E., (2015). Serving young fathers in home visiting programs: Highlights from a research study, OPRE Report #2015-105, Washington, DC, Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services

Sandstrom, H., Gearing, M.E., Peters, H.E., Heller, C., Healy, O., and Pratt, E., (2015). Approaches to father engagement and fathers' experiences in home visiting programs, OPRE Report #2015-103, Washington, DC, Office of Policy, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services

Gearing, M.E., Sandstrom, H., Peters, H.E., and Heller, C., (2015). Engaging low-income fathers in home visiting: Approaches, challenges, and strategies, OPRE Report #2015-104, Washington, DC, Office of Policy, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services

Gearing, M., and Anderson, T., (2014). Innovations in NYC health and human services policy: Food policy, NYC Center for Economic Opportunity, Policy Brief, Washington, DC, Urban Institute

Cunningham, M.K., Pergamit, M., McDaniel, M., Gearing, M.E., Zhang, S., and Howell, B., (2014). Supportive housing for high-need families in the child welfare system, Washington, DC, Urban Institute

Vericker, T., Dixit-Joshi, S., Giesen, L., Gearing, M., Manglitz, C., Baier, K., Lee, H., and May, L., (In press). Evaluation of the Implementation of Food Insecurity Nutrition Incentives (FINI): Final Report, United States Department of Agriculture, Food and Nutrition Service, Alexandria, VA

Giesen, L., Gola, A.H., Gearing, M., Gabay, M., Baier, K.P., Bozzolo, C., and Mwombela, B, (in clearance). Summer Food Service Program Integrity Study: Final Report, USDA, FNS, Rockville, MD, Westat

Giesen, L., Gola, A.H., Gearing, M., Gabay, M., Baier, K.P., Bozzolo, C., and Mwombela, B, (in clearance). Summer Food Service Program Integrity Study: Summary Report, USDA, FNS, Rockville, MD, Westat

## Presentations

Giesen, L., and Gearing, M. (November, 2022). Household Financial Stress and Coping Strategies during COVID-19 (panel presentation presenter). Association for Public Policy Analysis and Management (APPAM), Washington, DC.

Gearing, M. (March, 2022). The role of threat perception in the adoption of risk mitigating behaviors during the COVID-19 pandemic (paper presenter). APPAM Fall Conference, Austin, TX.

Vericker, T., Gearing, M.E., and Kim, S. (April, 2018). Updated nutrition standards for school meals associated with improved weight outcomes for boys (paper presenter). Healthy Eating Research Annual Research Conference, Nashville, TN.

Vericker, T., Gearing, M.E., and Kim, S. (November, 2017). Updated nutrition standards for school meals associated with improved weight outcomes for boys (paper presenter). Association for Public Policy Analysis and Management Annual Research Conference, Chicago, IL.

Gearing, M.E., Vericker, T., Herman, D, and Kim, D. (November, 2016). Assessing the impact of the new NSLP nutrition standards on child BMI (panel presentation presenter). Association for Public Policy Analysis and Management Fall Conference, Washington, DC.

Gearing, M.E. (June, 2016). Approaches to engaging fathers in home visiting: Lessons from a qualitative study (panel presentation ). Research and Evaluation Conference on Self-Sufficiency, Washington, DC.

Gearing, M.E. (June, 2016). Best of ARM: Public policy levers for improving health: New findings and outstanding research and policy questions ( discussant). AcademyHealth Annual Research Meeting, Boston, MA.

Gearing, M.E. (December, 2015). Should governments tax soda, sweets, and junk food? (panel presentation ). Urban Institute, Washington, DC.

Gearing, M.E. (November, 2015). Approaches to father engagement and fathers' experiences in home visiting (panel presentation ). Association of Public Policy and Management National Conference, Miami, FL.

# John Knaus
## Senior Fellow

John Knaus has over 45 years of experience working with federal poverty reduction programs, including more than three decades with the U.S. Department of Agriculture's Food and Nutrition Service (USDA FNS). With extensive subject matter expertise in the Supplemental Nutrition Assistance Program (SNAP) and its predecessor, the Food Stamp Program, he has supported numerous SNAP projects. He is proficient in data collection, policy analysis, policy simulation, and impact evaluation. Mr. Knaus has written certification policy and regulations, supported states' Business Process Reengineering (BPR) efforts, advised States on development of SNAP demonstration projects, conducted management evaluation (ME) reviews, and drafted Quality Control (QC) Handbooks and ME guides for various SNAP program areas.  Most of these responsibilities required understanding data collection, analysis and the impact of policy and procedural changes on program costs and performance.

## Education

B.A., Public Administration, Michigan State University, Lansing, MI

## Positions

**Senior Fellow,** Westat Insight, Arlington, VA, 2021–Present

**Expert Consultant,** Insight Policy Research, Arlington, VA, 2020–2021

**Expert Consultant,** Miracle Systems, LLC, Arlington, VA 2014–2020

**Expert Consultant,** Panum Group, Bethesda, MD, 2010–2014

**Chief, Program Design Branch, and other roles,** USDA FNS, Alexandria, VA, 1976–2010

## Experience

### Insight Policy Research

**Senior Fellow.** Advises on projects related to SNAP certification technical assistance, SNAP policy analysis and support services, and quality assurance for SNAP quality control (QC) projects. Drafting SNAP recertification ME guide, revising SNAP Cost of Living Adjustment guide. Supports Third-Party Income Data grants, data analysis, and contract preparations. Developing and delivering training for SNAP staff on recertification policy and operations Drafting series of charts outlining required flow of SNAP certification policy. Working with team that developed SNAP model notice on household members' work responsibilities. Contributing ideas for furthering racial equity in SNAP policy and operations.

**Expert Consultant.** Supported Insight's Data and Improvement Group and Food and Nutrition Research team. Served as subject matter expert for range of SNAP policy and implementation issues, including SNAP work requirements and policy related to able-bodied adults without dependents (ABAWDs). Developed guidance for and participated in ME reviews; advised on individual state and nationwide operational and policy issues; developed and provided training for less experienced SNAP staff; reviewed handling of demonstration projects; and supported Employment and Training (E&T) policy staff.  Recently, lead a team in development of a toolkit addressing the policy and practices for SNAP certification interviews.

### Miracle Systems, LLC

**Expert Consultant.** Wrote certification policy and regulations, supported states' BPR efforts, conducted ME reviews, and developed ME guidance. E&T policy work included writing E&T performance measurement final regulation, drafting E&T plan handbook and E&T and ABAWD ME guides, and working with SNAP Regional Office staff to conduct 8–12 E&T and/or ABAWD ME reviews. Regularly consulted with FNS staff and leadership regarding

potential changes in program policy and operations.

## Panum Group

**Expert Consultant.** Supported FNS in SNAP modernization efforts; designed survey and report on functionality of states' online application systems, conducted survey and analysis of states' call center operations, served on technical assistance group for FNS and state SNAP call and contact centers, wrote and edited profile of states' SNAP BPR efforts, and conducted presentation on BPR at conference. Drafted SNAP regulations, including *Proposed Review of Major Changes in Program Design and Management Evaluation Systems* and *Final Review of Major Changes in Program Design and Management Evaluation Systems.* Conducted training for FNS program staff on drafting rules, coordinated national webinar on document imaging options for states, and supported FNS technical assistance contract regarding state online SNAP applications and notices to participants. Also developed multiple OMB required reporting burden estimates for various SNAP requirements.

## USDA FNS

**Senior Analyst, SNAP Modernization, 2009–2010.** Addressed policy, operational, and technology issues related to improving states' administration of SNAP, focusing on BPR, call centers, online application systems, implementation of Patient Protection and Affordable Care Act, and State Information Systems. Supported regulation writing and analysis, disaster SNAP policy, and other policy modernization tasks. Examples of SNAP modernization tasks include survey and report of functionality of state online application systems, training for FNS program staff on drafting rules, preparing profile of state SNAP BPR efforts, supporting webinar for states on document imaging options, dissemination of SNAP modernization newsletter, and coordination of FNS Regional Office modernization workgroup.

**Chief, Program Design Branch, 1996–2009.** Oversaw implementation of welfare reform. Helped states set up demonstration projects and met additional responsibilities for legislative oversight, program policy development, and work program operations and policy. Oversaw and worked directly on a variety of Section 17 demonstration projects and supported the Office of Policy support on several studies. Served periods as acting director, Program Development Division; acting director, Program Accountability Division; and acting SNAP deputy associate administrator.

**Branch Chief, QC Branch, 1991–1996.** Oversaw development of quality control (QC) policy, procedures, and review tools. Oversaw development of regulations, manuals, and statistical sampling/analysis procedures for states and FNS Regional Offices. Conducted reviews of QC Regional Office operations and established procedures for reviewing State QC operations and reporting protocols. Supported Regional Office review and approval of states' automated systems.

**Office of Regional Office Operations, 1988–1991.** Provided oversight for regional Food Stamps and Special Nutrition Programs, including summer feeding issues and disaster operations for all FNS programs. Supervised staff dealing with variety of SNAP policy and operational issues. Liaison between SNAP Headquarters and Regional Office staff and leadership on policy and operational issues; coordinated FNS's response to presidentially declared disasters; provided staff support in managing Regional Office staff, resources, personnel issues, and evaluations; and worked with other headquarters offices on approval of States' automated systems.

**Supervisor of State Operations Sections, 1982–1987.** Audit liaison with Government Accountability Office and USDA Office of Inspector General. Provided technical assistance tools for FNS Regional Offices for states' error and fraud reduction efforts. Oversaw ME reviews, administrative funding issues, and miscellaneous program areas.

**Director of New Mexico Quality Control Office, 1980–1981.** Managed QC operations for SNAP, Medicaid, and Aid to Families with Dependent Children.

# Claire Wilson
Director, Human Services

Claire Wilson offers 30 years of experience in program evaluation and mixed-methods research design. She provides subject matter expertise in food security, maternal and child health and access to safety net programs. Dr. Wilson directs projects and leads business development efforts, including capture and proposal development, for federal agencies such as the Department of Agriculture's Food and Nutrition Service (USDA FNS), the Centers for Medicare & Medicaid Services (CMS), and the Health Resources and Services Administration (HRSA). She holds a Ph.D. in applied social psychology from George Washington University.

## Education

Ph.D., Applied Social Psychology, George Washington University, Washington, DC

M.Phil., Applied Social Psychology, George Washington University, Washington, DC

B.A., Psychology, College of the Holy Cross, Worcester, MA

## Positions

**Director, Human Services,** Westat Insight (earlier, Insight Policy Research), 2005–Present

**Survey Researcher,** Surveys and Information Services Division, Mathematica Policy Research, 2002–2005

   **Survey Specialist,** Surveys and Information Services Division, Mathematica Policy Research, 1999–2002

**Personnel Research Psychologist,** U.S. Office of Personnel Management, 1998–1999

**Research Associate,** George Washington University Medical Center, 1994–1998

   **Teaching Assistant,** George Washington University, Department of Psychology, 1993–1994

## Experience

### Westat Insight

**Director of Human Services Research.** Directs policy research and analysis serving federal agencies. Provides expertise in qualitative and quantitative research methods, study design, and assessment of policy impacts. Develops workplans and data collection protocols; manages project teams and contract budgets; directs data analysis and synthesizes findings for reports, white papers, briefings, and manuscripts.

#### *Major Projects, Food and Nutrition*

**Project Director, Food Security Status and Well-Bring of Nutrition Assistance Program (NAP) Participants in Puerto Rico, for USDA FNS.** Project collects representative survey data on household food security in Puerto Rico. Contextualizes and supplements survey data with in-depth interviews of NAP participants and eligible nonparticipants and concept map of policies that impact effectiveness of NAP in reducing food insecurity. Leads multidisciplinary team for this 5-year, mixed-methods study.

**Subcontract Director, Summer Food Service Program (SFSP) Integrity Study, for USDA FNS.** Pretested instruments and oversaw qualitative data collection for this descriptive study to better understand how state agencies provide

oversight of SFSP to ensure program integrity. Through interviews with state agencies, SFSP sponsors, and site directors, study identified barriers to ensuring integrity and effective management of program operations.

**Subcontract Lead, Assess the Barriers That Constrain the Adequacy of Supplemental Nutrition Assistance Program (SNAP) Allotments, for USDA FNS.** Study identified individual, household, and environmental barriers limiting SNAP participants' access to healthy diet and how barriers vary by household demographics, economic characteristics, and geography. Guided development of in-depth interview protocols, conducted pretest, and led site visits to interview SNAP participants in their homes. Analyzed interview data and produced final report.

**Project Director, An Assessment of the Roles and Effectiveness of Community-Based Organizations (CBOs) in SNAP, for USDA FNS.** To facilitate efficient eligibility determination and improve services to clients, FNS allowed selected states to partner with CBOs in providing outreach and application assistance to growing number of individuals applying for SNAP. Study assessed impact of partnerships on program outcomes. Developed study plan. Led development of data collection instruments (including interview protocols and a survey) for this 3-year study.

**Qualitative Lead, Characteristics and Circumstances of Zero-Income SNAP Households, for USDA FNS.** Mixed-methods study to describe zero-income households in SNAP caseload, including recipient history, participation dynamics, entry and exit rates, and spell lengths. Developed interview protocol and training materials for researchers to conduct 50 in-depth interviews with zero-income SNAP participants. Led coding and analysis of interview data and authored final report, volume 2.

### *Major Projects, Health Services Research*

**Subcontract Lead, Evaluation of the Rural Maternity and Obstetrics Management Strategies (RMOMS) program, Cohorts 1, 2, and 3, for HRSA.** As subcontractor to Mission Analytics, Westat Insight collects and analyzes primary and secondary data to assess awardees' efforts to improve healthcare access, service utilization, and clinical outcomes among participating patients. Leads sites visits, conducts interviewees with awardees, analyzes data, and prepares annual reports.

**Study Director, Research to Enhance Targeting Information for Medicare Audiences, for CMS.** Led two consumer research studies for CMS's Office of Communications to improve informational materials targeting Medicare audiences. One study tested print materials intended to help beneficiaries choose Medicare Advantage plan that best meets their needs. Second study gathered feedback on videos developed by CMS to inform audiences about Medicare open enrollment and late penalty fee.

**Project Director, The Patient Safety and Quality Improvement Act Effective Strategies Report to Congress, for AHRQ.** The Patient Safety and Quality Improvement Act of 2005 was enacted to improve patient safety by encouraging voluntary and confidential reporting of events that adversely affect patients. Under congressional mandate, AHRQ reported progress and recommendations on effective strategies for reducing medical errors and increasing patient safety. Reviewed relevant reports and data from Network of Patient Safety Databases, synthesized evidence on effective practices, submitted draft Report to National Academy of Medicine (NAM) for review. Following public comment and review by NAM, produced final Report to Congress.

**Senior Technical Advisor, Evaluation of the Maternal and Child Health Bureau (MCHB) Autism CARES Act Initiative.** This mixed-methods evaluation is examining activities, processes, and outputs of MCHB-funded grant programs aimed at improving screening, diagnosis, and treatment for autism. Offers input on evaluating Autism CARES portfolio and quality assurance reviews of contract deliverables.

**Project Director, Phase II of a Longitudinal Program Evaluation of Department of Health and Human Services' (HHS) Healthcare-Associated Infections (HAI) National Action Plan, for AHRQ.** Evaluation focused on coordination across various HAI prevention efforts, including Comprehensive Unit-Based Safety Programs (known as CUSPs), TeamSTEPPS (teamwork system for healthcare professionals), quality improvement organizations, and partnership for patients. Tasks included tracking, documenting, and coding research articles, meeting minutes, and other

documents; creating and updating inventory of federally funded HAI projects across HHS agencies; monitoring and tracking regional projects supported by Office of the Assistant Secretary of Health; studying HAI rates using surveillance and reporting databases.

**Project Director, Combating Autism Reauthorization Act Evaluation, 2011–2014, for HRSA, Maternal and Child Health Bureau.** Project authorized under 2011 Combating Autism Reauthorization Act. Mixed-methods evaluation examined activities, processes, and outputs of four grant programs aimed at improving screening, diagnosis, and treatment for autism. Directed evaluation of four grant programs. Liaison with client and oversaw deliverables, developed evaluation design, designed quantitative and qualitative data collection instruments, collected and summarized data from grantees, drafted reports, and presented results.

**Project Director, Evaluation of the Diffusion and Impact of the Chronic Care Management Fees, for CMS.** In partnership with Mathematica Policy Research, Insight evaluated effects of chronic care management (CCM) fees on primary care delivery. Directed team of researchers in conducting semistructured telephone interviews with 48 Medicare beneficiaries for whom eligible professionals billed CCM fees. Interviews gathered information about beneficiaries' experiences receiving CCM services, their reasons for agreeing to participate, and their intentions to continue or discontinue receiving the services. Interviews also explored beneficiaries' responses to introduction of copay for care management services and whether their decisions to participate were influenced by cost of copay or having secondary insurance to cover copay. Conducted phone interviews with healthcare consumers.

**Subcontract Lead, Evaluation of the Comprehensive Primary Care (CPC) Initiative, for CMS.** Independent evaluation of CPC Initiative examined process and challenges of transforming primary care practice in context of collaborative multipayer environment. As subcontract lead to Mathematica Policy Research, led team of interviewers conducting in-depth interviews with patients from participating primary care practices. Led development of final report, documenting experiences of patients receiving care management through a participating CPC Initiative practice.

**Subcontract Lead, Evaluation of the Coverage to Care Initiative, for CMS.** CMS launched its From Coverage to Care Initiative (C2C) in 2014 to help newly insured understand what it means to have health insurance, how to find a provider, and when and where to seek health services. Initiative also aimed to educate consumers about importance of prevention and partnering with provider. CMS contracted with RAND and Insight to develop evaluation of C2C Initiative. Developed data collection instruments, recruited and conducted in-depth telephone interviews with key informant stakeholders from community-based organizations and healthcare consumers, analyzed interview data, and presented results in briefing.

**Project Director, Content Validation of the 2004 National Sample Survey of Registered Nurses (NSSRN), for HRSA.** NSSRN is conducted every 4 years to monitor number and characteristics of Registered Nurse (RN) population and develop supply-and-demand projections to inform policymakers about RN workforce needs. Study aimed to improve survey instrument, increase quality of responses, and improve cooperation rates for the next cycle. Designed and implemented content evaluation plan, which included (1) focus groups with survey respondents to gather suggestions for improving content and design of questionnaire, (2) cognitive interviews with nonsampled nurses to evaluate questionnaire wording and layout, (3) semistructured telephone interviews with late survey responders to gather feedback on data collection procedures, and (4) consultation with nursing workforce expert to identify emerging issues for consideration in next survey.

**Task Lead, Evaluation of HRSA's Nursing Scholarship Program and Nursing Education Loan Repayment Program.** Evaluation assessed impact of programs, which were designed to reduce nursing shortage and address growing need for nursing professionals, particularly in critical shortage facilities. Conducted retention survey and analyzed data from current program databases to assess short- and long-term program outcomes.

## Selected Reports and Publications

U.S. Department of Health and Human Services, Health Resources and Services Administration, Federal Office of Rural Health Policy. (2022). *Evaluation of the Rural Maternity and Obstetrics Management Strategies (RMOMS) Program: Second annual report*. U.S. Department of Health and Human Services

Gearing, M., Lewis, M. Wilson, C., Bozzolo, C., & Hansen, D. (2021). *Barriers that constrain the adequacy of Supplemental Nutrition Assistance Program (SNAP) allotments: In-depth interview findings*. Prepared by Westat, Inc. U.S. Department of Agriculture, Food and Nutrition Service.

O'Brien-Strain, M., Coombs, E., Crane, E., Theobald, N., Allison, A., Lim, A., Bayeh, B., Craig, H., Wilson, C. (2021). *Evaluation of the Rural Maternity and Obstetrics Management Strategies Program: First annual report.* Prepared by Mission Analytics Group, Inc. U.S. Department of Health and Human Services, Health Resources and Services Administration, Federal Office of Rural Health Policy.

Agency for Healthcare Research and Quality. (2021). *Strategies to improve patient safety: Final report to Congress*, (AHRQ Publication No. 22-0009). Required by Patient Safety and Quality Improvement Act of 2005. Agency for Healthcare Research and Quality. https://pso.ahrq.gov/sites/default/files/ wysiwyg/strategies-improve-patient-safety-final.pdf

Wilson, C., O'Malley, A. O., Bozzolo, C., McCall, N., & Ma, S. (2019). Patient experiences with chronic care management services and fees: A qualitative study. *JGIM, 34*(2).

O'Malley, A. S., Peikes, D., Wilson, C., Gaddes, R., Peebles, V., Day, T. J., & Jin, J. (2017). Patients' perspectives of care management: A qualitative study from the Comprehensive Primary Care initiative. *AJMC, 23*(11), 400–405.

Wilson, C., Estes, B., & Corbo, A. (2017). *Formative evaluation of the Aspire Entrepreneurial Initiative*. Insight Policy Research, Inc. Office of Entrepreneurial Development, Small Business Administration.

Peikes, D., O'Malley, A. S., Wilson, C., Crosson, J., Gaddes, R., Natzke, B., … Ralston, J. (2016). Early experiences engaging patients through patient and family advisory councils. *J Ambulatory Care Manage, 39*(4), 316–324.

Wilson, C., & Estes, B. (2014). *Examining the growth of the zero-income SNAP caseload: Characteristics, circumstances, and dynamics of zero-income SNAP participants. Volume II, In-depth interview findings.* Prepared by Insight Policy Research. U.S. Department of Agriculture, Food and Nutrition Service.

Wilson, C., McGill, B., Trippe, C., Gaddes, R., Estes, B., Tucker, M., & Tadler, C. (2014). *An assessment of the roles and effectiveness of community-based organizations in the Supplemental Nutrition Assistance Program.* Prepared by Insight Policy Research, Inc. U.S. Department of Agriculture, Food and Nutrition Service.

Wilson, C., & Thorn, B. (2011). *Results of the Combating Autism Act Initiative: HRSA's efforts to improve ASD service delivery through LEND Training Program Grants.* Prepared by Insight Policy Research, Inc. Health Resources and Services Administration, Maternal and Child Health Bureau.

Wilson, C., Peterson, A., McGill, B., Suchman, A., Thorn, B., Irvin, C., & Hargreaves, M. (2011).*Results of the Combating Autism Initiative: HRSA's efforts to improve ASD service delivery through research, training, and State Implementation Grants.* Prepared by Insight Policy Research, Inc. Health Resources and Services Administration, Maternal and Child Health Bureau.

Wilson, C., & Peterson, A. (2010, February). *Managing personal health information: An action agenda.* Prepared by Insight Policy Research, Inc. AHRQ Publication No. 10-0048-EF. Agency for Healthcare Research and Quality.

Peterson, A., Johnson, B., Wilson, C., & Bausch, S. (2008). *Potential PART measures for MCHB programs.* Insight Policy Research, Inc.

Wilson, C. (2005). *Content validation study of the 2004 National Sample Survey of Registered Nurses: Findings report.* Insight Policy Research, Inc.

# Tatiana Alexandra Homonoff

New York University, Robert F. Wagner School of Public Service     Email: Tatiana.Homonoff@nyu.edu
295 Lafayette Street, 2nd Floor, New York, NY 10012     Phone: (212) 998-7443

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| FACULTY POSITIONS | New York University, Robert F. Wagner School of Public Service | |
| | Associate Professor of Economics and Public Policy | 2021-present |
| | Assistant Professor of Economics and Public Policy | 2016-2021 |
| | Cornell University, Assistant Professor, Policy Analysis and Management | 2013-2016 |
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| EDUCATION | Princeton University, Ph.D., Economics | 2013 |
| | Brown University, B.S., Applied Mathematics & Economics | 2004 |
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| APPOINTMENTS & AFFILIATIONS | *American Economic Journal: Economic Policy*, Board of Editors | 2022-present |
| | *National Tax Journal*, Editorial Advisory Board | 2021-present |
| | *Behavioural Public Policy*, Editorial Board | 2021-present |
| | National Bureau of Economic Research (NBER), Public, Children, and Education | |
| |    Research Associate | 2023-present |
| |    Faculty Research Fellow | 2019-2023 |
| | J-PAL North America, Invited Researcher | 2021-present |
| | White House's Social Behavioral Sciences Team (SBST), Fellow | 2016 |
| | Behavioral Change for Good Initiative, The Wharton School, Team Scientist | 2019-present |
| | Ideas42, Affiliate | 2019-present |

PUBLICATIONS

"Issuance and Incidence: SNAP Benefit Cycles and Grocery Prices," with Jacob Goldin and Katherine Meckel. *American Economic Journal: Economic Policy*, 2022, 14(1): 152-178.

"Tax Filing and Take-up: Experimental Evidence on Tax Preparation Outreach and Benefit Claiming" with Jacob Goldin, Rizwan Javaid, and Brenda Schafer. *Journal of Public Economics*, 2022, 206: 104550.

"Skipping the Bag: The Intended and Unintended Consequences of Disposable Bag Regulation" with Lee-Sien Kao, Javiera Selman, and Christina Seybolt. *Journal of Policy Analysis and Management*, 2022, 41(1): 226-251.

"Program Recertification Costs: Evidence from SNAP," with Jason Somerville. *American Economic Journal: Economic Policy*, 2021, 13 (4): 271-298.

"Harnessing Behavioral Science to Design Disposable Bag Regulations," with Rebecca Taylor, Lee-Sien Kao, and Doug Palmer. *Behavioral Science and Policy*, 2021, 7(2): 51–61.

"Does Knowing Your FICO Score Change Financial Behavior? Evidence from a Field Experiment with Student Loan Borrowers," with Rourke O'Brien and Abigail Sussman. *Review of Economics and Statistics*, 2021, 103 (2): 236–250.

"How Much to Save? Decision Costs and Retirement Plan Participation," with Jacob Goldin, Richard Patterson, and William Skimmyhorn. *Journal of Public Economics*, 2020, 191: 104247.

"Balance Sheet Insolvency and Contribution Revenue in Public Charities" with Thomas Luke Spreen and Travis St. Clair. *Journal of Public Economics*, 2020, 186: 104177.

"Communicating Tax Penalties to Delinquent Taxpayers: Evidence from a Field Experiment," with Taylor Cranor, Jacob Goldin, and Lindsay Moore. *National Tax Journal*, 2020, 73(2): 331-360.

"Rebates as Incentives: The Effects of a Gym Membership Reimbursement Program" with Barton Willage and Alex Willen. *Journal of Health Economics*, 2020, 70: 102285.

"Can Small Incentives Have Large Effects? The Impact of Taxes Versus Bonuses on Disposable Bag Use." *American Economic Journal: Economic Policy,* 2018, 10(4): 177-210.

"Raising the Stakes: Experimental Evidence on Tax Salience Endogeneity," with Naomi Feldman and Jacob Goldin. *National Tax Journal*, 2018, 71(2): 201-230.

"Retirement Contribution Rate Nudges and Plan Participation: Evidence from a Field Experiment," with Jacob Goldin and William Tucker-Ray. *American Economic Review Papers & Proceedings*, 2017, 107(5): 456-61.

"Consumer Borrowing After Payday Loan Bans," with Neil Bhutta and Jacob Goldin. *Journal of Law and Economics*, 2016, 59(1): 225-259.

"Smoke Gets in Your Eyes: Cigarette Tax Salience and Regressivity," with Jacob Goldin. *American Economic Journal: Economic Policy*, 2013, 5(1): 302-36.

| WORKING PAPERS | "Administrative Burden and Procedural Denials: Experimental Evidence from SNAP" with Eric Giannella, Gwen Rino, and Jason Somerville. Revise & Resubmit at *American Economic Journal: Economic Policy*. National Bureau of Economic Research, No. w31239. |
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**WORK IN PROGRESS**

"Effect of SNAP Participation on Financial Distress" with Katherine Meckel, Min Lee, and Jason Somerville.

"Health Insurance and Fertility: Evidence from Taxpayer Outreach" with Jacob Goldin, Ithai Lurie, and Vedant Vohra.

"The Effect of SNAP on Health Outcomes of Medicaid Recipients" with Kacie Dragan, Sherry Glied and Scarlett Wang.

**OTHER PUBLICATIONS**

"Different Settings, Common Strategy: Using Earnings Supplements to Improve Employment Retention and Advancement Programs in Texas and the United Kingdom," (with Erica Lundquist), 2010, MDRC, New York, NY.

"Two-year Impacts of the UK Employment Retention and Advancement (ERA) Demonstration: New Deal 25 Plus Customers," (with Cynthia Miller, Helen Bewley, Verity Campbell-Barr, Richard Dorsett, Gayle Hamilton, Lesley Hoggart, Alan Marsh, Kathryn Ray, James A. Riccio, and Sandra Vegeris), 2008, UK Department of Work and Pensions.

**TEACHING**

| | |
|---|---|
| Behavioral Economics and Public Policy (MPA), NYU | 2017-2023 |
| Public Economics (MPA), NYU | 2016-2022 |
| Economics of the Public Sector (Undergrad), Cornell University | 2013-2015 |
| Behavioral Economics and Public Policy (Undergrad, MPA), Cornell University | 2014-2016 |

**HONORS, AWARDS, & FELLOWSHIPS**

| | |
|---|---|
| TIAA Paul Samuelson Award for Research on Lifelong Financial Security, Finalist | 2022 |
| NYU-Wagner Equity, Diversity, and Inclusion (EDI) Research Prize | 2022 |
| Richard A. Musgrave Prize for Best Article Published in the National Tax Journal | 2020 |
| Behavioral Science & Policy Association (BSPA) Publication Award, Finalist | 2020 |
| Albert Rees Prize for Outstanding Ph.D., Princeton University | 2017 |
| National Tax Association Outstanding Doctoral Dissertation Award | 2013 |
| Clarence J. Hicks Fellowship in Industrial Relations, Princeton University | 2012-2013 |
| Fellowship of the Woodrow Wilson Scholars, Princeton University | 2011-2013 |
| Fellowship in Social Policy and Economics, Princeton University | 2010-2011 |
| Industrial Relations Section Grant, Princeton University | 2008-2013 |
| Magna Cum Laude, Phi Beta Kappa, Sigma Xi, Omicron Delta Epsilon, Samuel C. Lamport Prize (Honors Thesis Award), Brown University | 2004 |

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| WORK EXPERIENCE | MDRC, Research Analyst, Social Policy Research | 2006-2008 |
| | Analysis Group, Research Analyst, Economic Consulting and Litigation | 2004-2006 |

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| GRANTS | Robert Wood Johnson Foundation Policies for Action Grant | 2017-2019 |
| | NBER Project on the Economics of Food Security, Nutrition, and Health, Co-PI Jacob Goldin and Katherine Meckel | 2016 |
| | NYU-Wagner New Research Support Grant | 2016-2020 |
| | Cornell Institute for Social Science Small Grant Program | 2015 |

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| SEMINARS & CONFERENCES | AEA, Manhattan College, California Department of Social Services, University of Chicago (Harris), Princeton University Industrial Relations Section Centennial, University of Wisconsin-Madison IRP | 2023 |
| | George Washington University (Economics), Berkeley-UChicago (Economics/Booth), NBER Trans-Atlantic Public Economics Seminar, University of Maryland (Economics), University of Virginia (Batten), Brown University (PSTC), DePaul University, Office of Evaluation Sciences, University of Pennsylvania (Wharton), APPAM | 2022 |
| | AEA (x3), International Online Public Finance Seminar Series, Cornell University (Economics), Inter-American Development Bank, NTA | 2021 |
| | UC-Berkeley (Economics), University of Virginia (Law), Yale University (Economics), Consumer Financial Protection Bureau, LSE/IFS-STICERD | 2020 |
| | AEA, Hunter-CUNY, Cornell University (PAM), NYU Law School, Behavioral Insights Team, UChicago-Booth Behavioral Financial Decision-Making Conference, NBER-Public Economics, ideas42, Cornell Institute for Behavioral and Household Finance, Federal Reserve Bank of New York, Columbia University (Teachers College), Vanderbilt University (Economics), Georgia State University, NTA | 2019 |
| | University of Wisconsin-Madison IRP, Inter-American Development Bank, APPAM, NTA, UPenn-CHIBE Behavioral Health, UVA (Batten), Google | 2018 |
| | AEA (x2), NBER – Food Security, Syracuse University Volker Symposium, IIPF, Advances in Field Experiments Conference, BSPA, Columbia Law School, USC (CESR), NYU (Behavioral), Rutgers (Economics), USMA-West Point (Economics), University of Pennsylvania (Wharton), APPAM, MDRC | 2017 |
| | AEA, George Mason University(Economics), Texas A&M University (Economics), Williams College (Economics), Duke University (Economics), NYU (Wagner), NBER SI (Children), IIPF, Federal Reserve Bank of New York, NTA | 2016 |
| | AEA, Brookings Institution, Syracuse University Volker Symposium, FTC, FDIC, BSPA, Loyola Law School, RAND Corporation, UPenn-CHIBE Behavioral Health | 2015 |
| | AEA, NBER Summer Institute – EEE, NTA | 2014 |
| | Harvard Business School (NOM), University of Pennsylvania (Wharton), University of Toronto (Economics), Cornell (PAM), Haverford, Bryn Mawr, MDRC, Federal Reserve Bank of Philadelphia, Abt Associates, Mathematica, Federal Reserve Board, FDIC, Urban Institute – Tax Policy Center, APPAM, NTA | 2013 |

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| CONFERENCE ORGANIZING & KEYNOTES | Keynote Speaker, Canadian Public Economics Group Conference, October 2023, Kingston, Ontario |
| | Co-Organizer, NBER Public Economics Summer Institute, July 2023, Cambridge, MA |
| | Co-Chair, National Tax Association 114th Annual Conference, November 2021, Detroit, MI |

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| PROFESSIONAL SERVICE | National Tax Association: Program Committee (2014, 2016, 2019, 2020); Dissertation Award Committee (2014, 2015, 2022); NTA Equity & Inclusion Fellowship, Co-organizer (2021); NTA/CSWEP Mentoring Dinner, Co-organizer (2022) |

Mentoring: Women's Launch Pad Alumni Mentoring, Brown University, Mentor (2018-2022); Junior Scholars Intensive Training, University of Wisconsin, Panelist (2019); Speaking Economics: Communication in a Diverse Field, Cornell University, Panelist (2019); Women in Economics Mentoring Workshop, Boston University, Mentor (2020); AEA-CSQIEP Mentor (2020-2021); St. Louis Fed Women in Economics Symposium, Panelist (2021); AEA-CSQIEP Social Networking Committee, Chair (2021-2022); AEA-CSWEP CeMENT Mentor (2023), AEA-CSQIEP Mentoring Conference, Panelist (2023)

Referee: *American Economic Journal: Applied, American Economic Journal: Economic Policy, American Economic Review, American Economic Review: Insights, American Law and Economics Review, American Journal of Agricultural Economics, Behavioral Science & Policy, Contemporary Economic Policy, Economic Inquiry, Environmental and Resource Economics, Food Policy, Health Affairs, Health Economics, International Finance, Journal of Consumer Affairs, Journal of Economic Behavior and Organization, Journal of Economic Psychology, Journal of Empirical Legal Studies, Journal of Environment and Development, Journal of Environmental Economics and Management, Journal of Environment Studies and Sciences, Journal of Finance, Journal of Health Economics, Journal of Human Resources, Journal of Pension Economics and Finance, Journal of Policy Analysis and Management, Journal of Public Economics, Journal of Public Economic Theory, Management Science, National Tax Journal, Proceedings of the National Academy of Sciences, Public Administration Review, Quarterly Journal of Economics, RAND Journal of Economics, Review of Economics and Statistics, Review of Economic Studies*

# Volume II: Past Performance

| Project Information | |
|---|---|
| **Project Name:** | Behavioral Interventions to Advance Self Sufficiency-Next Generation (BIAS-NG) |
| **Contract Number:** | HHSP233201500027C |
| **Type of Contract:** | Cost Reimbursement |
| **Period of Performance:** | 9/30/2015 to 5/31/2025 |
| **Primary Funder:** | Acquisition Management Services, Program Support Center, U.S. Department of Health and Human Services 7700 Wisconsin Avenue, 10th Floor Rm. 8305A, Bethesda, MD 20857 |
| **Contracting Officer:** | Kimberly Clum Kimberly.Clum@acf.hhs.gov 202-401-9220 |
| **Total Budget:** | $13,252,969 |
| **Project Director:** | Caitlin Anzelone Director of Center for Applied Behavioral Sciences (CABS), MDRC Caitlin.Anzelone@mdrc.org 212-340-8841 |
| **Primary Investigator:** | Lawrence Katz Elisabeth Allison Professor of Economics Harvard University lkatz@harvard.edu 617- 495-5148 | Caitlin Anzelone Director of CABS MDRC Caitlin.Anzelone@mdrc.org 212-340-8841 |

## Description of Work Provided:

Launched in 2015, MDRC's BIAS-Next Generation initiative is expanding the use of behavioral science to a wider range of ACF programs, going beyond testing simple "nudges" to include more implementation research, and developing tools to help program administrators and operators apply lessons from behavioral science to their work. By reshaping processes to better support participants in making key decisions and taking needed actions, the project aims to make human services programs work better for the people accessing services.

BIAS-NG is currently designing and testing behavioral interventions in partnership with TANF, child welfare, and Head Start programs. TANF interventions focus on improving recipient engagement in welfare-to-work programs. For child welfare, BIAS-NG is focusing on goals that include increasing the supply of qualified foster care placements and engaging families in services that help families remain intact, reunify, or lead to other, permanent placements for children. In Head Start, the project is collaborating with two grantees within one county on behavioral diagnosis and design activities targeting parent engagement.

MDRC was recently awarded BIAS-NG 2.0 (Contract Number: GS10F0245N) to continue the work of BIAS NG.  BIAS-NG 2.0 has a period of performance 09/23/2022 to 09/22/2027 and a total budget of $2,409,220.18.

**Relevance of the referenced contract to the current requirement:**

- Development of tools and processes to support participants in completing necessary steps for accessing benefits and services
- Large-scale randomized controlled trials across multiple states, conducted using MDRC's in-house randomization processes
- Development of a variety of dissemination products for a researcher, policymaker, and practitioner audience

| Project Information | |
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| **Project Name:** | SNAP Employment and Training Technical Assistance and Best Practices |
| **Contract Number:** | GS-10F-0245N, Order No. 12319819F0122 |
| **Type of Contract:** | Cost Plus Fixed Price |
| **Period of Performance:** | 9/24/2019 - 9/23/2021 |
| **Primary Funder:** | U.S. Department of Agriculture, Food and Nutrition Service<br>3101 Park Center Drive, Room 228, Alexandria, VA 22302 |
| **Contracting Officer:** | Marcie Foster<br><br>Acting Director, Office of Employment and Training, SNAP<br><br>3101 Park Center Drive, Room 228, Alexandria, VA 22302<br><br>Marcie.Foster@usda.gov<br><br>212-340-8660 |
| **Total Budget:** | $1,721,645.07 |
| **Project Director:** | Frieda Molina<br>Director of Economic Mobility, Housing, and Communities, MDRC<br>frieda.molina@mdrc.org<br>212-340-8660 |
| **Primary Investigator:** | N/A |

| Description of Work Provided: |
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MDRC was selected to lead the two-year SNAP to Skills technical assistance project for FNS. The project consisted of three primary activities: 1) technical assistance provided to seven States to increase the participation and engagement of SNAP participants in E&T services and supports; 2) the development and dissemination of content materials for the SNAP to Skills website as a means for sustaining the national presence of SNAP E&T; and 3) webinars for the seven States and virtual learning opportunities for all States on topics related to SNAP E&T operations. The Technical Assistance (TA) team offered TA on a monthly, and at times bi-weekly basis, through video conference calls to participating states. To accomplish the second activity the team developed content materials that were posted on a regular basis to the FNS website. For the third activity, a total of four webinars were convened for the seven participating States, and three virtual learning opportunities were convened for all States. The final deliverable for the project, entitled, <u>The Road to Engagement: A Toolkit for SNAP E &T Programs</u> outlined the human-centered design and behavioral science approach the TA team used with the States to identify participant engagement problems and design and test solutions to address those problems.

**Relevance of the referenced contract to the current requirement:**
- Understanding of the goals and barriers SNAP participants face in completing SNAP requirements and engaging in SNAP program activities

- Engagement with State SNAP agency staff and understanding of the goals and barriers experienced by SNAP staff at various levels
- Development of SNAP-related dissemination products for a practitioner audience

## Project Title: Best Practices in Disaster SNAP (D-SNAP) Operations and Planning

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| **Contract Number** | GS10F0136X-12319819F0156 |
| **Contract Type** | Firm Fixed Price |
| **Contract Value** | $877,594.00 |
| **Period of Performance** | 9/30/2019–9/29/2023 |
| **Contracting Organization** | U.S. Department of Agriculture<br>Food and Nutrition Service |
| **Contracting Officer** | Lawrence Williams<br>703.305.1075<br>Lawrence.williams@usda.gov |
| **Contracting Officer Representative** | Eric Williams<br>703.305.2640<br>Eric.williams@usda.gov |
| **Westat Insight Project Director** | Jonathan L Blitstein<br>571.347.1033<br>jblitstein@insightpolicyresearch.com |

**Contract Summary**

The Food and Nutrition Service (FNS) plays a vital role in providing supplemental nutrition assistance in the wake of a disaster. As part of this response, FNS administers the Disaster Supplemental Nutrition Assistance Program (D-SNAP), which provides short-term food assistance benefits to households affected by a disaster. In recent years, as weather-related disasters in the United States have become more frequent, the number of States providing D-SNAP benefits has increased, and some disaster-prone States find they are operating D-SNAP more frequently. In fiscal years 2017 and 2018 alone, D-SNAP has aided nearly 6 million households and responded to more than a dozen disasters. FNS supports States' D-SNAP planning and operations through provision of D-SNAP training, technical assistance, and guidance. To inform these efforts, it is critically important to understand best practices in D-SNAP implementation.

The primary purpose of this study is to identify and document best practices in D-SNAP planning and operations from across the country and for a variety of disaster types. Specifically, Westat Insight is addressing the following study objectives:

- Assess the implementation and operation of D-SNAP for selected disaster(s) in each study State.
- Describe the characteristics and economic circumstances of the D-SNAP households for the selected disaster(s).
- Document each State's approach to protecting program integrity while operating D-SNAP for the selected disaster(s).
- Determine best practices for developing annual disaster plans to address a variety of disaster types.
- Determine best practices for implementing and operating D-SNAP for a variety of disaster types.

To address these objectives, Westat Insight is conducting case studies of up to 10 D-SNAPs in 5 States. The study includes the following four primary data collection components:

- Document review of all available information on the planning, implementation, operation, and postdisaster reporting of D-SNAP in five States.
- Conduct interviews with Federal staff at FNS Headquarters and Regional Offices who worked with States on D-SNAP administration and approvals.
- Conduct site visits to the five selected States to assess all aspects of the D-SNAP operations based on in-depth interviews, process-mapping discussions, and on-the-ground observations at former D-SNAP sites and disaster areas.
- Collect administrative caseload data to examine the characteristics and economic circumstances of D-SNAP households and estimate the economic impact in the affected areas.

**Major Subcontractors**

RTI