
ECONOMETRICA, INC.

2017
**Innovative
Solutions**

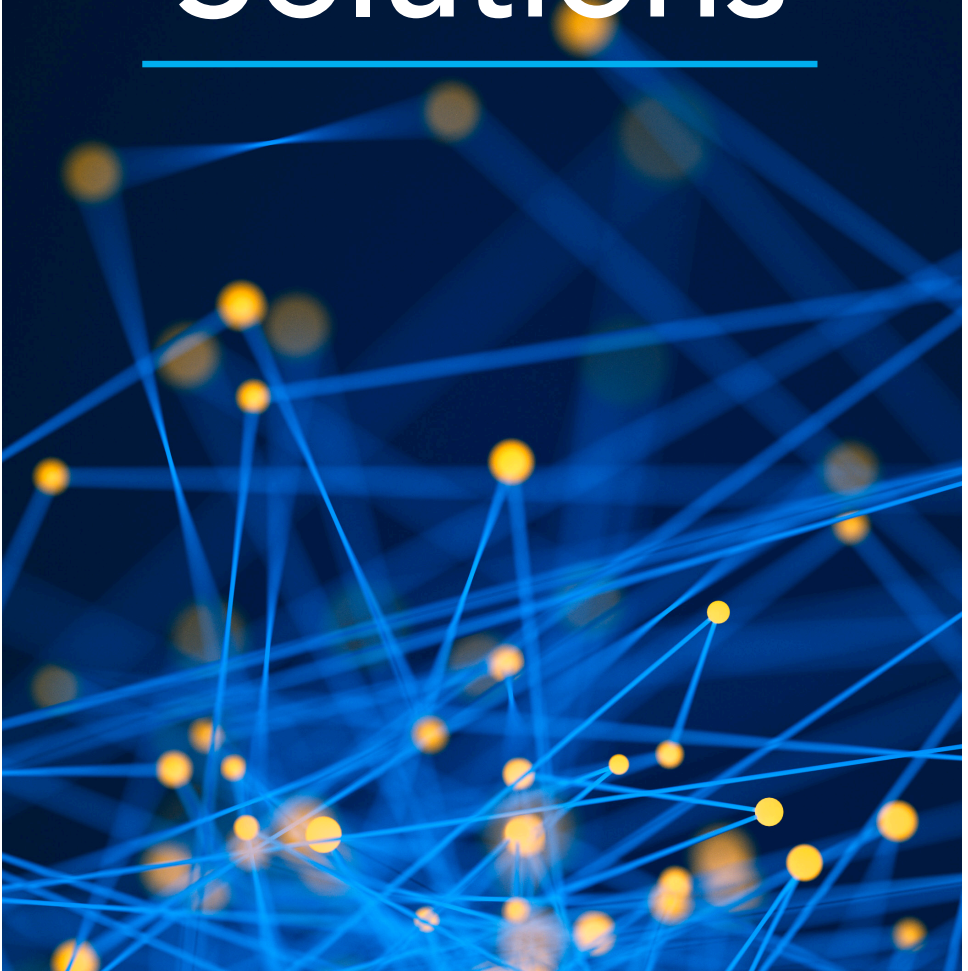


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***Technical Capabilities.
Happy Customers.
Business Development.***

Letter From the President/CEO

It has been almost 20 years since Econometrica first opened its doors, and every year since has been unique, with its own set of challenges and triumphs. Through all of the changes in the Federal contracting landscape, Econometrica continues to work hard and expand in all markets.

We consider ourselves fortunate to work with talented partners, clients, and staff, and we believe that clear and open communication is the key to producing meaningful results. Our diverse team of statisticians, economists, training specialists, and other program support staff is always eager to build technical capabilities and work together.

In addition to our projects in health and housing, our regulatory work has expanded to create its own group, Regulatory & Economic Analysis. We apply efficient problem-solving strategies and rigorous research to projects in all market areas.

We are researchers and experts committed to solving our customers' greatest challenges. We provide a productive environment for growing creative ideas and cultivating technical expertise, and we strive to captivate our customers through our outstanding work. Thank you to our clients, partners, and staff for continuing to help us achieve this mission every day.



Cyrus Baghelai
President/CEO



Econometrica's Philosophy

Technical Capabilities. Happy Customers. Business Development.

We are researchers and experts committed to solving our customers' greatest challenges. We provide a productive environment for growing creative ideas and cultivating technical expertise, and we strive to captivate our customers through our outstanding work.

Econometrica by the Numbers



23

in-person
trainings/
conferences

Trainings
48

trainings/
conferences
facilitated

18

workgroup
calls

18

webinars

18,000
participants

Award

*Certificate
of Appreciation*
Office of the
National Coordinator for
Health Information
Technology



7

salsa
dancers

Markets

Energy, Health,
Housing & Community
Development,
Regulatory & Economic
Analysis,
Transportation

Select Clients

HEALTH

U.S. Department
of Agriculture

U.S. Department
of Health & Human
Services

1,232
miles
run



**HOUSING &
COMMUNITY
DEVELOPMENT**

NeighborWorks®
America

U.S. Department of
Housing and Urban
Development

**REGULATORY &
ECONOMIC ANALYSIS**

Export-Import Bank
of the United States

U.S. Department of
Homeland Security

Managing Information Effectively

From the depths of the seafloor to the upper reaches of space, our Regulatory & Economic Analysis Group fearlessly applies its research and analytical skills. We live in a time when significant amounts of data are collected and recorded, but managing and analyzing large databases can prove challenging. Our group offers support services to help with data visualization and management of databases to create more efficient workflow processes and to comply with regulations.

We live in a time when significant amounts of data are collected and recorded, but managing and analyzing large databases can prove challenging.



HIGHLIGHTS

This past year, we continued working closely with the U.S. Census Bureau to provide support services for its Longitudinal Business Database, which is a restricted database available only to qualified researchers. This time series database houses information related to the economic activity of businesses over time.

In a related project, we are supporting Census' Center for Disclosure Avoidance. This software development project focuses on developing and implementing sophisticated disclosure avoidance algorithms that will allow policymakers to understand and disclose the tradeoff between data accuracy and privacy protection. This is the first implementation of the advanced algorithms globally.

We also provide support services to the Transportation Security Administration (TSA). Our team of economists and analysts assisted TSA with research and analysis associated with several rulemakings; conducted research on foreign wages of transportation security workers; and finalized a cost–benefit study for the TSA workers' compensation program. The group also modified a database to reflect costs and benefits associated with rulemakings across various components of the U.S. Department of Homeland Security. Additionally, the group constructed a database system on different transportation modal sectors—compiling hundreds of sources of data on aviation, rail, intermodal, mass transit, trucking, and over-the-road buses—and provided data visualization services in the form of factsheets on these modes.

Our Regulatory & Economic Analysis Group continues to expand its technical capabilities in different markets, such as finance and IT, and the goal remains the same: to assemble a team of experts to address your needs and deliver efficient solutions.



OUR EXPERTS

- > Analysts
- > Economists
- > Programmers
- > Statisticians
- > Information management support
- > Market analysis
- > Operations research
- > Policy development
- > Regulatory and policy analysis

SERVICES PROVIDED

- > Analytical programming languages
- > Audit support
- > Budget and financial analysis
- > Cost–benefit analysis
- > Cost-reasonableness studies
- > Data collection
- > Software development for economic modeling
- > Statistical analysis
- > Survey research
- > Technical writing and editing

Public & Affordable Housing & Community Development Services

Econometrica's Housing & Community Development Group continues to deliver a broad range of services based on its skills and experience to support the housing and community development programs and activities of Federal agencies, States, and local governments and public housing agencies (PHAs).

Our staff members and business associates comprise a diverse mix of personnel, including former Government employees with decades of experience in housing and community development program administration; academic researchers from distinguished universities; and highly skilled and flexible housing professionals with hands-on experience in housing management and financing, grants monitoring and support, and development of projects to improve communities.



HIGHLIGHTS

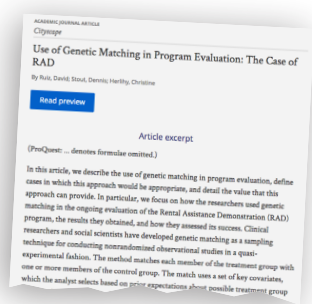
2017 presented many exciting developments for our group!
Some highlights include:

> **Received our first-ever award from NeighborWorks® America.**

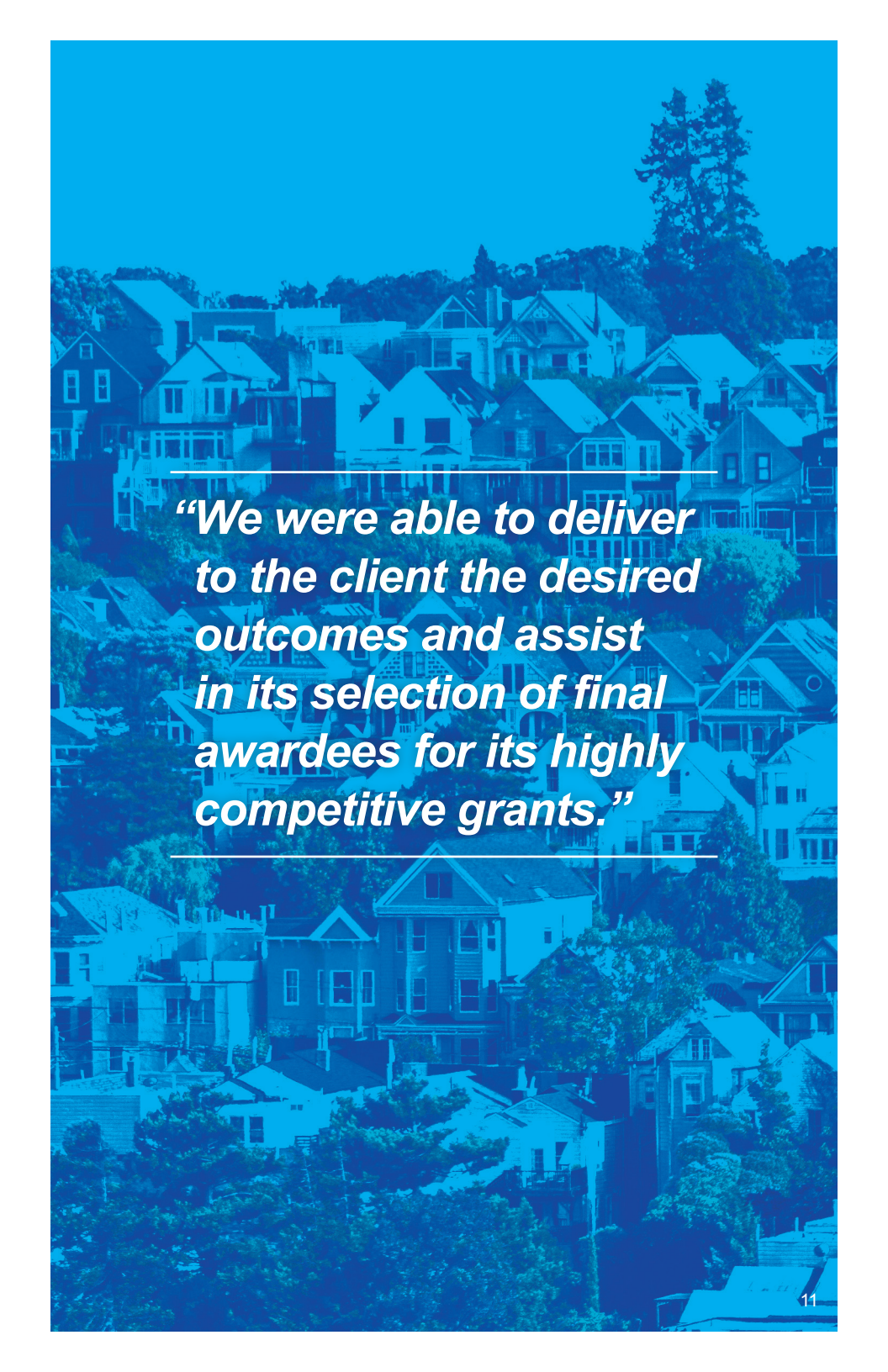
We were tasked with leading a large and complex grant review process under tight deadlines. This work required us to tap into our existing staff and cadre of housing and community development professionals, as well as quickly assemble additional experts by using creative advertising and leveraging our professional networks. We were able to deliver to the client the desired outcomes and assist in its selection of final awardees for its highly competitive grants. Based on our success and the client's satisfaction with our work, we were invited by NeighborWorks to respond to its procurement for a separate engagement, which we were awarded and is currently ongoing.

> **Publication in HUD's periodical, *Cityscape*.**

In the July 2017 edition of *Cityscape*, Econometrica staff members published an article titled "Use of Genetic Matching in Program Evaluation: The Case of RAD." Genetic matching is a sampling technique for conducting nonrandomized observational studies in a quasi-experimental fashion. The method matches each member of the treatment group with one or more members of the control group, based on a set of key covariates.



> **Conclusion of a long-term technical assistance assignment in Gary, IN.** After 2 years in Gary providing technical assistance and management of the Gary Housing Authority's finances and asset (property) management functions, our work concluded in 2017. A few of our accomplishments included assisting the agency in receiving a qualified audit opinion, its first in more than 10 years. The asset management team also helped bring more than 200 units of housing back online during a 15-month period, restoring more than \$750,000 of annual subsidy (funding) to the agency and affording additional housing opportunities for qualified individuals and families in Gary.



***“We were able to deliver
to the client the desired
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competitive grants.”***

> **Support of HUD's new rule prohibiting smoking in public housing.**

Econometrica prepared a guidebook for HUD to share with PHAs that contains detailed information on how to implement a smoke-free policy that would comply with HUD's new rule prohibiting lit tobacco use (i.e., smoking) in (or near) public housing properties. The team also prepared factsheets for the PHAs, slides to use for internal training, and webinars for HUD. HUD has already used the webinars to communicate important aspects of the policy to field office personnel. Our group is investigating ways to directly support PHAs with this work.



- > **Transition of leadership.** In 2017, longtime Director of Housing & Community Development and Vice President Chuck Hanson retired from Econometrica as a full-time employee. Dennis Stout transitioned to fully assume all oversight responsibilities of the Housing & Community Development Group. Further, Paul Watkins was promoted to Technical Assistance Director, a new position, which includes a significant responsibility for business development and oversight of technical assistance assignments.

We are dedicated to supporting our clients in their diverse missions to expand and improve public and affordable housing, promote homeownership opportunities, stimulate community transformation, support disaster recovery, comply with reporting requirements, and enhance their performance. We seek to find new and creative ways to serve State and local governments and nonprofit entities through leveraging our assets to offer affordable and effective solutions. We also continue to seek opportunities to serve our Federal clients, especially in the areas of rigorous research and varied technical assistance and training activities.



OUR EXPERTS

- > Compliance specialists
- > Financial and data analysts
- > Grant managers
- > Principal investigators
- > Project managers
- > Researchers
- > Technical writers
- > Web developers

SERVICES PROVIDED

- > Audit support
- > Budget and financial analysis
- > Information management support
- > Low-Income Housing Tax Credit guidance
- > Market analysis
- > Programming and planning evaluation
- > Real estate impact analysis
- > Regulatory and policy analysis
- > Statistical analysis
- > Supporting PHAs in receivership
- > Survey research
- > Training and technical assistance

Focusing on Patient-Centered Care

Econometrica's Health Group is committed to providing high-quality, cost-effective economic and analytical services for clients in the Federal and private sectors. Our Health Group is divided into four sectors with the following capabilities.

Qualitative and Survey Research

Oversees survey and qualitative data collection and analysis activities across projects (including foundation work; national organizations; and the USDA, HRSA, SAMHSA, and AHRQ IDIQs).

Data Analytics

Oversees the management and analysis of healthcare data (including analytical Requests for Proposals and CMS RMADA opportunities).

Learning and Diffusion

Oversees healthcare model implementation and spread to the broader community, capitalizing on adult learning styles (including CDC, ONC, and IHS opportunities and the CMS SBRAD IDIQ).

Measurement and Improvement

Oversees quality measure development, implementation, and maintenance, as well as related trainings and quality improvement initiatives (including the CMS MIDS IDIQ).



HIGHLIGHTS

During 2017, Econometrica's Health Group had some very exciting developments! Highlights include:

- > We published two blue papers on Econometrica's website: "Applications of Econometrica's Focus First Model: Targeting and Recruiting Program Participants" and "Integrate Now: The Important Role of Behavioral Health in Geriatric Care."
- > We hired new staff members with technical capabilities in data analytics and learning and diffusion.
- > We have submitted two articles to the *Journal of Health Disparities Research and Practice*: "Disparities in Regionalized Trauma Systems of Care: Evidence From Texas and Non-Muscle-Invasive Bladder Cancer Disparity in Demographics and Survivorship."

Econometrica's Health Group strives to provide the highest quality research and management services possible to our clients in the public and private sectors. We do this through providing advanced and sound solutions to transform the face of healthcare. As experts in data analytics, diffusion, measurement, and qualitative research, we work with our clients to improve the quality and reduce the costs of healthcare through innovation and efficiency.

Econometrica's Health Group strives to provide the highest quality research and management services possible to our clients in the public and private sectors.





AWARD

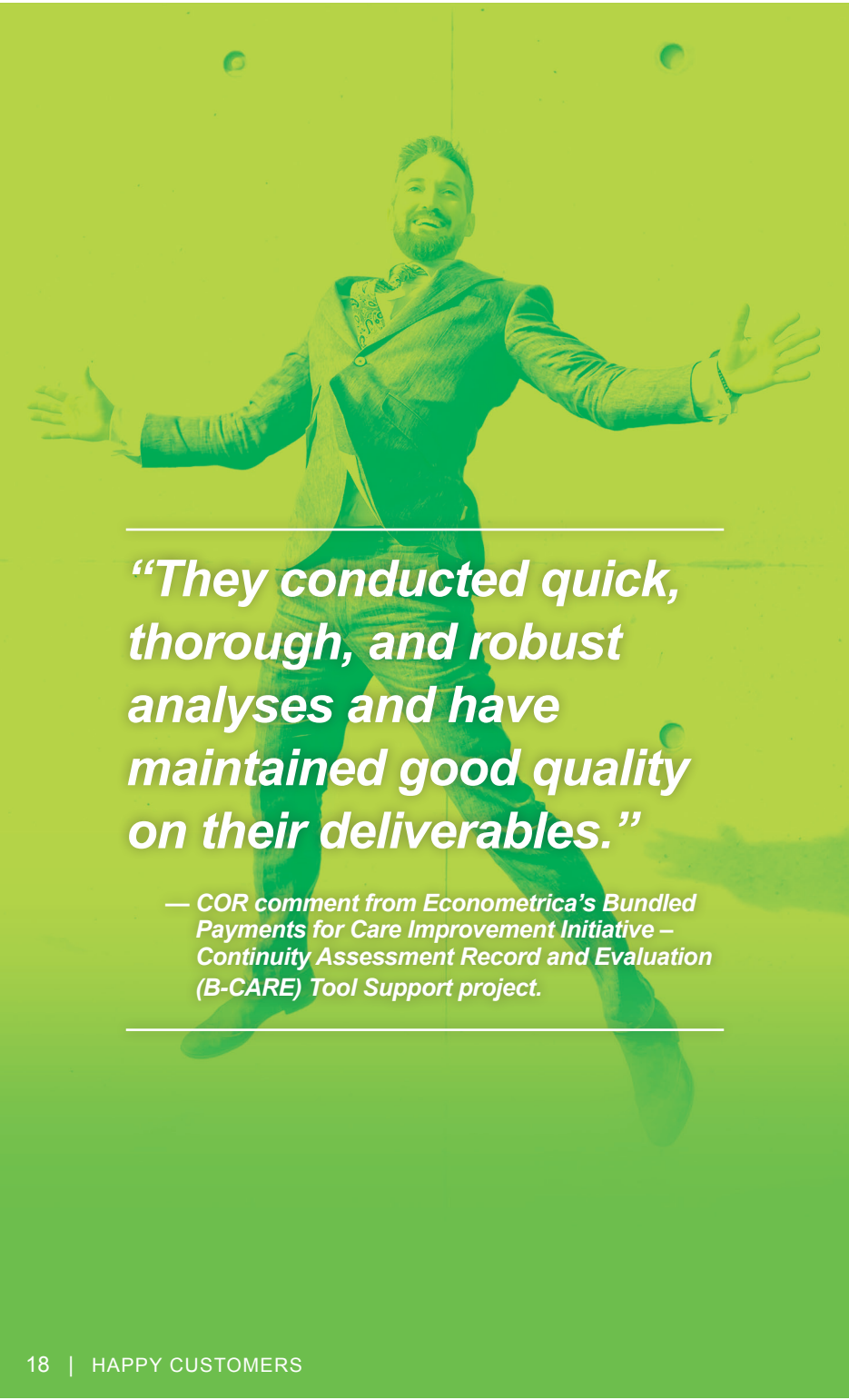
- > *Certificate of Appreciation*
Office of the National
Coordinator for Health
Information Technology

OUR EXPERTS

- > Compliance specialists
- > Economists
- > Financial and data analysts
- > Grant managers
- > Principal investigators
- > Project managers
- > Researchers
- > Statisticians
- > Technical writers
- > Web developers

SERVICES PROVIDED

- > Cost–benefit analysis
- > Econometrics
- > Focus groups
- > Information management
support
- > Logistics support/Listserv
management
- > Measure development
- > Patient/beneficiary work
- > Programming and planning
evaluation
- > Project management
organization
- > Survey research
- > Training and technical
assistance

A man with a beard and mustache, wearing a dark suit jacket over a patterned vest and a light-colored shirt, stands with his arms outstretched in a celebratory gesture. He is smiling and looking upwards. The background is a plain, light-colored wall with two circular vents visible. The entire image is overlaid with a semi-transparent green filter.

“They conducted quick, thorough, and robust analyses and have maintained good quality on their deliverables.”

— COR comment from Econometrica’s Bundled Payments for Care Improvement Initiative – Continuity Assessment Record and Evaluation (B-CARE) Tool Support project.

HAPPY CUSTOMERS

Read what our clients are saying about us!

Quality

“The quality and performance of these tasks were of high standard, higher than the contract specified. Econometrica, Inc. Grand Rounds Support Team embodied the principles of customer service and responsiveness as they quickly implemented changes to documentation as agency requests increased.”

—COR comment from Econometrica’s CMS Grand Rounds project.

Cost Control

“The contractor did an exceptional job working with the budgeted amount allocated for this project.”

—COR comment from Econometrica’s Bundled Payments for Care Improvement Initiative – Continuity Assessment Record and Evaluation (B-CARE) Tool Support project.

Management

“Recommendations are heard and put into action showing great flexibility and responsiveness.”

—COR comment from Econometrica’s National Content Developer project.

Regulatory Compliance

“The contractor submits all deliverables in a timely manner and ensures all regulatory components such as 508 compliance are completed in their products.”

—COR comment from Econometrica’s National Content Developer project.

Other

“They conducted quick, thorough, and robust analyses and have maintained good quality on their deliverables.”

—COR comment from Econometrica’s Bundled Payments for Care Improvement Initiative – Continuity Assessment Record and Evaluation (B-CARE) Tool Support project.

HAPPY EMPLOYEES

Discover why our employees choose to work at Econometrica!



"As a recent college graduate, I started my career with Econometrica at the reception desk as an Administrative Assistant. I was unsure about my long-term career goals at the time, but I decided that an administrative role was

a good place to start. I was soon recruited to support various projects throughout the company, giving me a bridge to the technical career path along with a wide range of experience. Within the next year, I was given an opportunity to advance along the administrative career path in a new position as part of the HR team. I found that HR is a great fit for me, and I intend to continue my career in the HR field. I do not believe I would have stumbled into the world of HR without venturing from my original path and trying out other possibilities. The versatility of our roles is what makes Econometrica an ideal environment to traverse different career paths and discover what we are truly passionate about."

— Jennifer Smyth, Human Resources Assistant, 2 years.



"In addition to the various ways in which Econometrica supports work/life balance and encourages professional development opportunities for the individual, there is a notable commitment to creating a corporate culture

that supports a sense of community in both professional and civic circles. I also appreciate the diversity of experience available to me at Econometrica, having worked across many of the business groups at the firm."

— Magdalene Skretta, Project Manager, 12 years.



"Econometrica helped me grow by offering financial support in pursuit of my Project Management Professional (PMP) certification. I like working here because it is a good-sized firm that isn't so large I get lost nor so small that I don't

have adequate resources."

— Doray Sitko, Project Manager, 8 years.



"As a new employee to Econometrica, I felt immediately supported on both a team and organizational level. I've never worked for a company so devoted to diversity, and I feel empowered to do my best work here."

— Ephraim Ross, Instructional Designer, 1 year.



"This was the first job I got after my son was born. I appreciate the opportunities Econometrica has offered me and the support my colleagues have given me. Since I joined the team, I have developed expertise in Medicare data and gained experience in project management."

— Ying Li, Data Scientist, 2 years.



"The reasons why I like working at Econometrica include:

1. People. *I've never worked in an environment where there are so many genuine people doing meaningful work that impacts everyday lives in a positive direction.*

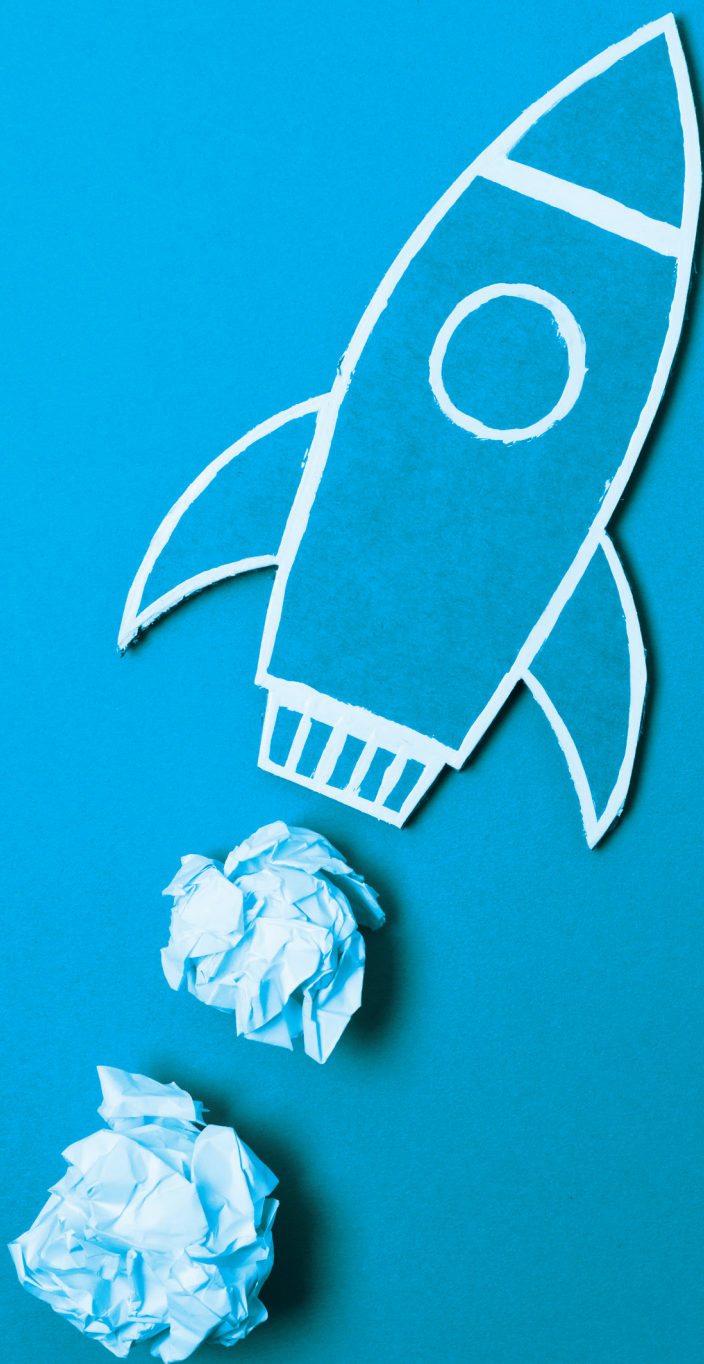
2. Management. *Management always pushes you to accept responsibility, which in turn pushes me to push myself further.*

3. Size. *Learning how to grow individually and as a company is unique, challenging, and exciting.*

4. Fun. *I've never been bored at Econometrica. I've learned to wear multiple hats on a moment's notice. I've never thought a job was too big or too small, but rather I've been happy to help anywhere I can because I know this will help me to be a better manager down the line."*

— Claudia Molinar, Economist, 2 years.





Business Development

From its start in 1998 as a team of 4 friends, Econometrica has multiplied in size today to a company of more than 85 employees. Besides expanding in size, we have also grown in the number of markets in which we work and the number of services we provide. We deeply value our relationships with our existing clients and look forward to building long-lasting relationships with our new clients.

Examples of some of our clients:

District of Columbia Housing Authority

Export-Import Bank of the United States

Gary Housing Authority

Housing Opportunities Commission of Montgomery County, MD

Millennium Challenge Corporation

Minnesota Housing Partnership

National Academies of Sciences, Engineering, and Medicine

NeighborWorks® America

Universal Service Administrative Company

U.S. Department of Agriculture

- > Food and Nutrition Service

U.S. Department of Commerce

- > U.S. Census Bureau
- > U.S. Economic Development Administration

U.S. Department of Defense

- > Office of Inspector General

U.S. Department of Education

U.S. Department of Health & Human Services

- > Agency for Healthcare Research and Quality
- > Centers for Disease Control and Prevention
- > Centers for Medicare & Medicaid Services
- > Health Resources and Services Administration
- > Office of the National Coordinator for Health Information Technology
- > Substance Abuse and Mental Health Services Administration

U.S. Department of Homeland Security

- > Transportation Security Administration

U.S. Department of Housing and Urban Development

U.S. Department of the Interior

U.S. Department of Transportation

- > Federal Motor Carrier Safety Administration
- > National Highway Traffic Safety Administration



In Memoriam

Our friend and colleague, Steve McGonegal, passed away peacefully on March 26 in Derwood, MD, following an illness. He was 58.

Steve joined Econometrica in September 2009 as a senior economist and was a dedicated, supportive, and hard-working employee over the past 8 years. He led various regulatory projects and provided analyses for companies in litigation cases. Steve played an important role in many areas at Econometrica—he built strong relationships, mentored many, lent support, and was creative with his work approach. We have truly lost a dear friend and valued colleague.

Executive Team Members



Cyrus Baghelai
President/CEO



Charles L. Smith
Senior Vice President



Thomas R. Jackson
Vice President



Soroor Mohammad
Chairwoman
& Treasurer



Russ Davis
Director of Business
Development



Monique A. Sheppard
Director of Health



Dennis Stout
Director of Housing &
Community Development

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ECONOMETRICA, INC.



Celebrating 20 years of

- ▶ *Technical Capabilities*
- ▶ *Happy Customers*
- ▶ *Business Development*

*Econometrica is looking forward to
working with you in the future!*



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