

ECONOMETRICA, INC.

# 25 YEARS OF Innovation

25<sup>TH</sup>

ANNIVERSARY

1998-2023



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# Message From OUR PRESIDENT/CEO



*It is hard to believe a quarter century has passed since we founded Econometrica in 1998. Back then, we had simple goals in mind: provide outstanding work for our clients while offering a supportive and friendly workplace where team members could learn and thrive.*

*We have evolved over the last 25 years, yet we hold steadfast to those same guiding principles today. Our team has grown to more than 90 employees, representing diversity in culture, age, gender, and expertise. Many of our specialists come from posts in the upper echelons of business, government, and science. Through conscientious account of our services, we are able to pass that knowledge on to our clients.*

*We strive to connect with one another in meaningful ways, such as mentorship and training opportunities designed to advance our employees' technical capabilities. Helping everyone succeed and stay passionate about their work is a cornerstone of our company culture.*

*Our clients are part of the Econometrica family, too. Regardless of project size or value, we provide them with meticulous research, creative solutions, and strategic recommendations delivered with personalized and attentive service.*

*Econometrica is a dynamic business continuously changing and growing to meet the needs of our clients and employees. I am proud of the company we created together, and I am excited to see what we accomplish in the next 25 years.*

A stylized blue ink signature of Cyrus Baghelai. The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent. It is located at the bottom left of the page, above the name and title.

Cyrus Baghelai

President/CEO

# EXECUTIVE TEAM



## Cyrus Baghelai

### President/CEO

Since founding Econometrica in 1998, Mr. Baghelai has overseen and directed all aspects of Econometrica's operations, strategic planning, and business development, guiding the company's growth. With a career focused on Government contracting spanning more than 30 years, Mr. Baghelai has managed and conducted major research and analytical studies, developed econometric models, and conducted statistical and economic analyses for a wide range of Federal, State, and local government agencies.



Prior to starting Econometrica, Mr. Baghelai acquired an extensive background applying operations research and statistical methods to a variety of issues of importance to Government agencies. At Washington Consulting Group, he had corporate, technical, and managerial responsibilities, overseeing a staff of more than 45 professionals in econometrics, economics, policy, operations research, and other areas. Under his direction, more than \$40 million in projects were awarded to the firm. As Vice President of System Sciences, he directed a staff of economists, operations research analysts, engineers, programmers, and policy analysts in the health, energy, and defense fields.

- M.S., Operations Research and Industrial Engineering, Illinois Institute of Technology.
- M.S., Economics, University of Southern California.
- B.S., Economics, National University.

# Soroor Mohammad

## Chairwoman & Treasurer

Ms. Mohammad has been with Econometrica since its inception in 1998, tirelessly working toward Econometrica's success. As Chairwoman and Treasurer, she drives company efforts in business development and increasing technical capabilities. In addition, she works to create a positive atmosphere and beautiful workspace for Econometrica employees.



# Dennis Stout

## Director, Housing & Finance

With 25 years of experience, Mr. Stout has advised numerous Federal agencies, including the U.S. Departments of Defense, Navy, Army, Air Force, Housing and Urban Development (HUD), Veterans Affairs, and Agriculture, as well as the Contracting Officer's Representative, Federal Judiciary, U.S. Small Business Administration, U.S. Election Assistance Commission, and others on housing subsidy and financing programs, asset management, risk assessment, program design and implementation, financing alternatives, grants management, and accounting and reporting processes.



- M.B.A., Columbia University.
- M.A., Politics, Princeton University.
- A.B., Economics and Political Science, University of California at Berkeley.

# Russ Davis

## Director, Housing & Finance

Mr. Davis is an authority on Federal loan and guarantee programs, with more than 30 years of experience split between Wall Street and Washington, DC. He has a strong history of innovation and leadership in the three main areas of public finance: transactions (underwriting and restructuring), operations (loan origination and servicing), and policy. Mr. Davis has specialized in housing, healthcare, transportation, and financial technology, having served as a former senior executive at the U.S. Department of Agriculture (Administrator, Rural Housing Service), U.S. Department of Housing and Urban Development (acting Deputy Assistant Secretary), and U.S. Department of the Treasury (Senior Policy Advisor).



- M.A., Applied Economics, Johns Hopkins University.
- B.A., Economics, Harvard University.

# Dmitriy Goryachev

## Director, Data Analytics

Mr. Goryachev is an experienced technical subject matter expert, specializing in payment incentives, healthcare quality and performance measurement, pharmaceuticals, electronic health records, Medicare and Medicaid populations, housing, and the environment. He is experienced in quantitatively analyzing large datasets, including Centers for Medicare & Medicaid Services (CMS) administrative data such as Medicare claims and national survey data. He leads Econometrica's Data Analytics Group, a team of economists and programmers working on a variety of projects, and oversees data analysis, quality assurance, and technical deliverables for CMS, other Federal agencies, and private-sector clients. Mr. Goryachev's strong leadership focuses on staff empowerment, innovation, talent optimization, and performance motivation.



- M.S., Computer Science, Database Systems Technology, University of Maryland.
- B.S., Decision and Information Technology, University of Maryland.

# Craig Corl

## Senior Advisor, Data Analytics

Mr. Corl is an experienced executive with more than 35 years of experience in a variety of homeland security and national defense positions. He has advised and supported a broad range of Government agencies, including the U.S. Coast Guard, U.S. Customs and Border Protection, U.S. Census Bureau, U.S. Department of Energy, Food and Drug Administration, and Transportation Security Administration. Mr. Corl is a prolific writer with highlights including research and publication of reports on the intersection of climate change, energy dependency, and national security and consulting in the areas of environmental regulatory compliance (National Environmental Policy Act), international maritime security, strategic planning, risk management, Federal acquisition of major systems, leadership development, and organizational change management.



Ph.D. Candidate (ABD), Environmental and Energy Management, The George Washington University.

- M.A., New Media Photojournalism, Corcoran College of Art and Design.
- M.S., Engineering Management, The George Washington University.
- B.S., Marine Engineering, U.S. Coast Guard Academy.



# Monique Sheppard

## Senior Advisor



Dr. Sheppard is a health policy researcher, manager, epidemiologist, and biostatistician with more than 30 years of experience in qualitative and quantitative evaluation, data collection and analysis, national survey and evaluation projects, measure development, policy analysis, technical assistance and training, and rapid-cycle evaluation. She led Econometrica's Health Group for 10 years and has overseen or led Econometrica's portfolio of projects for the Centers for Medicare & Medicaid Services (CMS) as well as other U.S. Department of Health & Human Services agencies. She currently serves as Corporate Monitor for five contracts and two subcontracts.

- Ph.D., Health Policy and Management (emphasis in Injury Prevention & Control), Johns Hopkins University, School of Hygiene and Public Health.
- M.S., Biostatistics and Epidemiology, Georgetown University School of Medicine.
- B.A., Biological Sciences, University of California, Santa Barbara.



# TECHNICAL CAPABILITIES: DATA ANALYTICS GROUP



Our Data Analytics Group is a centralized team of technical staff skilled in data management, data visualization, and developing and implementing analytical methodologies that produce actionable results to support our clients in addressing meaningful question and complex problems.

## About the Data Analytics Group

Our methodological experts and programmers collaborate with subject matter experts and researchers across Econometrica to successfully perform a variety of analytical projects. Through these collaborations, we offer dozens of professionals with a variety of quantitative and qualitative skill sets, including statisticians, economists, data scientists, biostatisticians, visual analysts, and programmers. Our team specializes in quantitative design and implementation, sampling, developing innovative statistical and econometric models, and translating technical results into clear findings and actionable reporting. Our data analytics team is dedicated to undertaking a collaborative approach to analytics in all our work, and building high-quality and impactful products by combining the complementary expertise of our technical staff, subject matter experts, partners, and clients.

## Data Analytics Group Services

- Programming and data management
- Data visualization
- Econometric and statistical analyses
- Economic and regulatory analyses
- Financial and fiscal analyses



# PROJECT HIGHLIGHTS: FROM OUR DATA ANALYTICS GROUP

## CLIENT:

**U.S. Census Bureau**

**CHALLENGE:** The U.S. Census Bureau's Center for Economic Studies (CES) requested onsite and offsite support services for the Longitudinal Business Database (LBD).

**STRATEGY:** Econometrica's team of specialists provided SAS programming support for the Business Dynamics Statistics database. We assisted with the transition from the current CES Linux server to the Integrated Research Environment and enhanced the interactive web-based data visualization tool for CES research datasets. We also worked on migrating CES website content to the new U.S. Census Bureau public website format and developing the 2020 Decennial Census Disclosure Avoidance System.

**IMPACT:** Our work helped the U.S. Census Bureau fulfill its mission to serve as America's leading provider of quality data about the nation's people and economy.

## CLIENT:

### U.S. Small Business Administration

**CHALLENGE:** The U.S. Small Business Administration's (SBA) Office of Inspector General uses large volumes of data to perform its auditing and investigative mission. These data are sourced from within SBA, other federal agencies, and private sector indexes.

**STRATEGY:** To facilitate the work of the SBA Office of Inspector General, Econometrica's analysts and data scientists worked to find new features of the data and unlock their value to identify potential fraud, waste, abuse and other program integrity challenges. Our team provided technical support that included artificial intelligence (AI), auditing, and compliance analysis, among other services. We also assisted with extensive data preparation, management, manipulation, and mining through APIs (application programming interfaces) and ETL (extract, transform, and load) pipelines.

**IMPACT:** Technical support services from Econometrica's data scientists helped the SBA achieve its mission to maintain and strengthen the nation's economy by protecting the interests of small businesses and families to recover from disasters.

## CLIENT:

### Federal Emergency Management Agency

**CHALLENGE:** The Federal Emergency Management Agency (FEMA) needed to evaluate the impact of the Homeland Security Grant Program, with specific focus on National Preparedness Assessment Division grants.

**STRATEGY:** Econometrica's program evaluation specialists developed econometric and statistical models to help FEMA build an evidence base for the effectiveness of the agency's grant programs. We used a variety of data and statistical skillsets to develop quantitative estimates of the impacts of their funding.

**IMPACT:** The data and statistical analysis our team provided helped FEMA measure the success of disaster preparedness grant funding and understand how it affects disaster readiness and capabilities at the local level.



## TECHNICAL CAPABILITIES: HEALTH GROUP



Staff members of Econometrica's Health Group have expertise in health policy and management, health services research, policy evaluation, public health, population health, health economics, epidemiology, biostatistics, and medicine. Our firm is well-known for its informational work on national policies and economic analyses related to providing high-quality healthcare services in a time of rising costs and scarce resources.

### About the Health Group

Econometrica's Health Group consists of public and clinical health researchers, analysts, instructional designers, and economists who provide expertise in training, information diffusion, health research, quality measure development, monitoring, evaluation, technical assistance, and data analytics. Econometrica is a two-time Measure and Instrument Development and Support (MIDS) Indefinite Delivery, Indefinite Quantity contract holder from the Centers for Medicare & Medicaid Services (CMS) and a contractor on the Substance Abuse and Mental Health Services Administration Domain V contract vehicle. With healthcare and related industry trends constantly evolving, Econometrica's experts use a variety of research and evaluation methods to provide innovative approaches for each client. In recent years, our team has developed tailored technical assistance plans for CMS. We have had more than 250,000 provider impacts based on trainings focused on understanding and complying with the IMPACT Act on the Post-Acute Care Training contracts, and we have had three quality measures endorsed by the National Quality Forum under our Programs of All-Inclusive Care for the Elderly contract.



## Health Group Services

- Program evaluation
- Technical assistance, training, e-learning, and diffusion
- Project management
- Measure development and performance/quality measures
- Econometrics
- Surveys, interviews, and focus groups
- Cost-benefit analysis
- Financial analysis
- Information management
- Logistics support and Listserv management
- Patient and beneficiary work
- Grants management
- Medicare and Medicaid policy and research
- Payment models and calculations and financial analysis
- Trend analysis and data visualization

## PROJECT HIGHLIGHTS: FROM OUR HEALTH GROUP

### CLIENT: DC Health

**CHALLENGE:** As part of the District of Columbia's effort to transform healthcare opportunities for people in the community, DC Health wanted a quality improvement review of the licensing process for allied health professionals. The audit and qualitative research needed to address delays in all aspects of clinical licensing in order to reduce turnaround time.

**STRATEGY:** As subcontractor to The Georgetown Firm, Econometrica helped conduct a comprehensive quality improvement audit of the operation of DC Health's Health Regulation and Licensing Administration (HRLA). We also evaluated the performance of HRLA's Office of Health Professional Licensing Boards. The audit included recommendations to improve the licensure process.

**IMPACT:** The information and recommendations we developed helped break down barriers to workforce development for allied health professionals. The increased availability of care from allied health professionals will enable the District of Columbia to address inequities in how residents utilize and access local healthcare resources.



## CLIENT:

### Office of the National Coordinator for Health Information Technology

**CHALLENGE:** The Office of the National Coordinator for Health Information Technology (ONC) needed grants management support on the Public Health Informatics & Technology (PHIT) Workforce Development Program across all four phases of the grants management life cycle.

**STRATEGY:** We provided grants management and operational support for approximately 50 PHIT Workforce Development Program awardees. Our work supported the automation of the grant awardee process and evaluated the overall program. Additionally, our team worked alongside ONC to provide technical and logistical support during the merit review process. This included everything from training reviewers and facilitating panel meetings to managing applicant feedback, funding decisions, and honoraria.

**IMPACT:** Econometrica's project management and IT services helped this federal program manage grants designed to improve the nation's public health workforce. The funding supports the development and expansion of higher education programs for PHIT training.

## CLIENT:

### Agency for Healthcare Research and Quality

**CHALLENGE:** The Agency for Healthcare Research and Quality (AHRQ) wanted help determining whether the implementation of a series of web-based monthly check-ins would improve reporting accuracy for the semiannual Medical Expenditure Panel Survey Household Component (MEPS-HC) interviews. The concept is designed to invite MEPS-HC respondents to provide information more frequently but in shorter, self-administered sessions.

**STRATEGY:** Econometrica conducted interviews with subjects who represented the major groups of MEPS-HC respondents, including minorities, people with public health insurance coverage, families with young children, and multi-generational families. Through data and statistical analyses and qualitative research, we studied the feasibility of collecting MEPS-HC data with a multimode protocol. Our team also examined quality and usability issues for collecting data about medical events in various ways. We studied new modes of collecting data, including video-assisted interviews or live chat combined with web interviews.

**IMPACT:** The MEPS-HC survey provides critical national and regional data on how people use and pay for medical care. With recommendations from our team, AHRQ was able to augment the MEPS-HC to continue to operate during the COVID-19 pandemic. With this new protocol in place, AHRQ will be able to operate the survey during emergency situations in the future.

## TECHNICAL CAPABILITIES: HOUSING AND FINANCE GROUP



Econometrica's Housing and Finance Group delivers a broad range of skills and experience related to financial systems and administration, housing and community development programs, and activities of Federal, State, and local governments agencies, as well as housing authorities.

### About Our Housing and Community Development Services

Key service areas include technical assistance and training, policy and program analysis, statistical surveys and research, market and feasibility analysis, and knowledge management. Our staff and business associates comprise a diverse mix of personnel, including former government employees with decades of experience in housing and community development programs, academic researchers from distinguished universities, and highly skilled housing professionals with hands-on experience in housing management, finance, grants monitoring, and other types of support. We are dedicated to supporting our clients in their diverse missions to expand and improve affordable housing, promote homeownership opportunities, stimulate community transformation, assist with disaster recovery, comply with reporting requirements, and enhance their performance. Since 2011, Econometrica has been providing technical assistance through the U.S. Department of Housing and Urban Development's (HUD) OneCPD/Community Compass initiative, which has convened a community of technical assistance providers to serve the Office of Public and Indian Housing, Office of Community Planning and Development (CPD), and other HUD programs and customers. Through OneCPD/Community Compass, Econometrica has provided a variety of services, with a focus on housing, community development, economic development, and neighborhood stabilization.



## About Our Financial Management Activities

Econometrica provides financial experts with experience in budget and finance to support clients in fulfilling and scaling their finance objectives. We are able to provide redundancy in staffing to ensure adequate support; assign experienced analysts to develop the first drafts of deliverables to provide the highest quality possible; maintain strict version control of every deliverable and create after-action templates for future use to perform efficiently and effectively; and perform quality control that includes back-testing, cross-checking, and challenge reviews to validate the results. We scale our staffing to meet needs. In one case, we onboarded more than 50 employees in 2 years within Econometrica to meet the U.S. Department of Health & Human Services' surge needs related to the Affordable Care Act. We have teaming agreements with more than 50 firms and contracting relationships with more than 100 subject matter experts to ensure we can provide the right people with the right experience and expertise at the right time for the Housing and Finance world.

## About Our Financial Systems Activities

Econometrica provides system integration and financial system development services in financial agencies. Our approach to support includes three elements:

1. **Provide a "big toolbox."** To support such requirements for financial, programmatic, and IT-related competencies, Econometrica maintains dual teaming: We cross-train dedicated project staff members in multiple disciplines to provide flexibility and breadth of competencies, yet we have specialists ready to provide assistance on short notice to provide specific expertise, such as an SAS coder or an Oracle database administrator.
2. **Provide modernization.** Our approach draws on best practices from both Federal agencies and the commercial sector. We adapt models, documents, procedures, and even code as needed. The Office of Management and Budget encourages leveraging cross-agency resources, and we have found that using existing public documents and best practice procedures dramatically reduces clearance and development times.
3. **Provide innovation.** While modernization is about keeping up with industry practices, innovation is about solving unique problems. Econometrica has a strong record of developing new systems for workforce planning, internal cost analyses, and Oracle database interfaces, among others. For example, we recently performed a staff performance and load analysis for the U.S. Small Business Administration that recommended "smoothing" metrics and scheduling. Additionally, Econometrica was the system integrator and prepared the strategic plan for the Export-Import Bank of the United States' Financial Modernization Initiative.

# PROJECT HIGHLIGHTS:

## HOUSING AND FINANCE GROUP

### CLIENT:

**Philadelphia Housing Authority**

**CHALLENGE:** The Philadelphia Housing Authority needed to develop training for groups of Resident Councils to clarify the role of council members.

**STRATEGIES:** Econometrica's specialists in budget and financial analyses developed and implemented training using multiple technical assistance skillsets, including grant support, management, tracking, and compliance.

**IMPACT:** The training helped Resident Council members more effectively collaborate with the Philadelphia Housing Authority and support local residents. They learned how to:

- Plan and implement activities.
- Create, approve, and adhere to bylaws.
- Facilitate and monitor elections.
- Obtain and manage a nonprofit 501(c)(3) designation.

### CLIENTS:

**Westbrook Housing Authority, South Portland Housing Authority, and Portland Housing Authority**

### CHALLENGE:

The U.S. Department of Housing and Urban Development (HUD) annually estimates and publishes fair market rents (FMRs) for metropolitan and nonmetropolitan county FMR areas. HUD uses FMRs to determine the level of financing for government programs that support housing for people in need. Working together, Westbrook Housing Authority, South Portland Housing Authority, and Portland Housing Authority wanted to challenge the estimates for their area to open up greater housing opportunities for their local communities.

### STRATEGY:

HUD allows local government officials or residents to help identify areas where they believe FMRs are too high or too low. Econometrica performed a survey of households for the three authorities to demonstrate whether a change was warranted from the proposed fiscal year 2022 HUD fair market rents.

### IMPACT:

The results of the survey allowed the housing authorities to successfully appeal their FMRs and provide increased housing support for local people. In fact, they were 1 of 12 jurisdictions with successful HUD FMR appeals for 2022. Econometrica worked on 6 of the 12 successful appeals.

## CLIENT:

### U.S. Department of Housing and Urban Development

**CHALLENGE:** The U.S. Department of Housing and Urban Development (HUD) needed help developing and implementing a feasible and accurate analytical approach to estimate the existing and future capital needs of public housing.

**STRATEGY:** Econometrica is developing best practices, training, and other technical assistance resources for public housing authorities (PHAs) and housing inspectors to conduct remote video inspections (RVIs). This alternative inspection method ensures that necessary inspections are still carried out amid emergencies where in-person inspections are not feasible.

**IMPACT:** The results of this evaluation provided HUD with a nationwide standard for capital needs. It also offered guidelines for best practices to public housing authorities.

## CLIENT:

### U.S. Department of Housing and Urban Development

**CHALLENGE:** The U.S. Department of Housing and Urban Development (HUD) was looking to create and execute best practices, training, and other technical resources for public housing authorities and housing inspectors to conduct remote video inspections (RVIs). RVIs provide a cost-efficient and effective alternative to in-person physical inspections that are required the Housing Choice Voucher (HCV) and other HUD programs. RVIs may be used in routine, non-routine, and emergency (e.g., pandemics) situations to assist HUD in carrying out its oversight responsibilities while also reducing costs and limiting exposure of personnel to unsafe conditions in the case of non-routine or emergency situations.

**STRATEGY:** Describe the project management, IT services, training, technical assistance, and webinar facilitation and support used to accomplish this goal.

**IMPACT:** With training and technical support from Econometrica, HUD was able to use RVIs to carry out oversight responsibilities while reducing costs. This also allowed HUD to limit exposure of personnel to potentially unsafe conditions in emergency situations.



# ECONOMETRICA BY THE NUMBERS

**25<sup>TH</sup>**  
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Econometrica has serviced more than 250 federal contracts during its 25 years in business. Impressive? We think so. A team of 90 exceptional employees stands behind our work. Each of them is dedicated to delivering quality, every time. Since we specialize in statistics, we crunched some numbers to help you get to know us better.

## We Are Everywhere



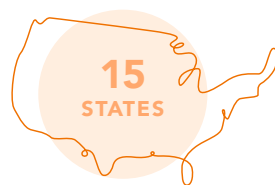
### Where We Serve

Many of our current projects are national, and we have a few projects with an international reach.



### Getting Together

Over 60 people came in-person to our 2022 Holiday party.



### Where We Live

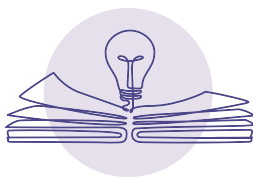
Our employees call 15 states and the District of Columbia home.

## We Are Smart



### Degrees Earned

Associate's: 7%  
Bachelor's: 78%  
Master's: 52%  
Professional: 15%



### Top 5 Majors

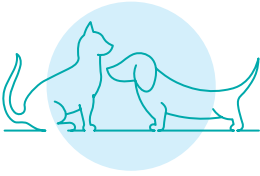
Economics  
Computer/data science  
Health/medicine  
Mathematics/accounting  
Public policy



### 10 Languages Spoken

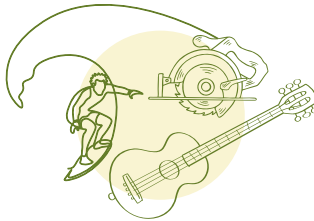
American Sign Language  
Bambara  
Bengali  
Chinese  
English  
French  
German  
Italian  
Russian  
Spanish  
Vietnamese

## We Are Fun



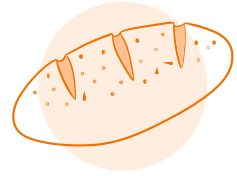
### Dog People or Cat People?

Almost evenly matched.



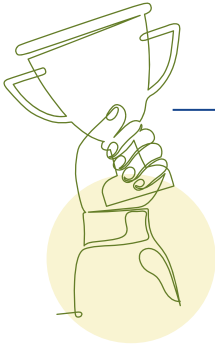
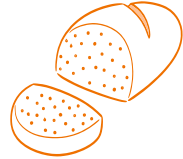
### Coollest Hobbies

Auto racing  
Belly dancing  
Playing guitar  
Surfing  
Woodworking



### Tastiest Secret Skill

Making good sourdough bread.



### Award Earned

Small Business Administration Office of Inspector General Award for Excellence.



### Training Provided

Econometrica trained over 3,000 people at a virtual event in June 2023 with live presentations.



### Markets Served

Health  
Housing  
Communications  
Finance  
Homeland Security  
Maritime and Water Resources  
Energy  
Grants Management



# MEET OUR EMPLOYEES



Econometrica's success begins with our employees. They contribute their time and talent to meet and exceed the needs of our clients. They are passionate about working on projects that impact people and communities throughout the nation. Discover why employees love working at Econometrica. And if you share their determination to do better, join us! To learn more about careers at Econometrica, visit [econometricainc.com/careers/](https://econometricainc.com/careers/).

**"I like the size of Econometrica, the projects we work on, and the work-life balance the company offers.**

It is a small company, which is wonderful because you get to tackle a greater variety of work. There are many interesting projects that really feed my curiosity. I also appreciate how Econometrica considers the needs of their employees.

When the pandemic started, Econometrica surveyed us to determine our preferences for a possible transition to working at home. It is an example of how the company constantly assesses the employees' needs and tries to accommodate them. The work-life balance is important to me, and has given me the opportunity to grow my career and my family. At another company, I worked 80 hours a week and it was impossible for me to think about starting a family, or even what it would be like to be a mom with a professional life. Now that my husband and I have a child, I feel grateful for a position where I can work and also have time to do things with my family."



**— Rose Turner, M.A., Financial Analyst/Project Manager,  
Housing & Finance Group, 5 years**



**“As a technical staff member, I am responsible for designing and implementing data analyses and statistical models that solve complex problems.**

The work can be both intellectually challenging and fun.

Econometrica values teamwork and collaboration. I work closely with other technical staff members, as well as business analysts and project managers, to achieve project goals. This type of environment fosters camaraderie and encourages knowledge sharing, which is highly satisfying. Econometrica offers various opportunities for growth, such as training, mentoring, and leadership development programs. Employees have the chance to expand their skills, which can lead to career advancement. For instance, before I joined Econometrica I didn't know much about machine learning. The company offered me the opportunity to learn this new skillset through classes and hands-on projects. I earned two certifications with the company's support. Now I host training for other employees.”



**— Wen Song, M.S., Senior Manager/Senior Programmer,  
Data Analytics Group, 4 years**

**“I hope I can make a difference — that’s why I chose to work with Econometrica’s Health Group.**

I attended medical school and earned my master’s degree, but

I wanted my career to focus on health policy and regulations.

As a consultant at Econometrica, I can work on health policies

that affect a broader group of people than if I were providing healthcare to individual patients. I like that the company supports personal growth.

Econometrica wants me to succeed, and the company is willing to invest

in its employees. I have learned how consulting works and how it can be beneficial — not just for me and the company, but also for the people

affected by our projects. The management team is approachable: I’m still learning, and they are willing to take time to answer my questions. I can reach out for collaboration when I need assistance, but otherwise they trust me to complete tasks without micromanaging. Knowing that the company is willing to invest in me with training and treat me like a professional motivates me to provide quality work.”



**— Shakeer Mokerrom, M.S., Junior Staff Associate,  
Health Group, 2 years**

## "I like working at Econometrica because of the people.

Everyone is friendly, professional, and very accommodating.

I have great relationships with my coworkers. I work with a very positive group of people, which is an asset. Even though many of us work from home now, I feel very connected to my coworkers, which is important for team building. Everyone is willing to participate when we have social events. Work-life balance is also among my favorite reasons to work at Econometrica. I'm caring for my parents, and the positive work-life balance my job provides gives me the flexibility to take care of my family. It helps me stay committed to Econometrica because the company takes care of me. The company has also given me opportunities to expand my career. I started as a senior designer and progressed to graphics manager. The types of projects that I work on range from healthcare to transportation to housing. I enjoy being a graphic designer—I can be expressive but also work on projects that affect communities in a positive way. I feel good about the work we do and I am proud to be part of it."



— Kelly Reed, Senior Designer/Graphics Manager, 9 years



**25 Year Anniversary**  
Happy Hour - June 22, 2023

**"Econometrica is a special place.** It performs really well as a small company working on big government projects. To do this kind of work, it is crucial to have a good team of people who are smart and skilled at working individually and collaborating as a team. People at Econometrica are passionate about the mission of our work. They want to make a difference by improving the performance of government programs. Our work is interesting and meaningful. The company culture focuses on creating an environment for quality work, because doing our best leads to more success in the long run. The company shows real respect for its people. We are allowed to manage our responsibilities in a way that provides an agreeable balance between work life and personal life. Overall, Econometrica knows how to produce good work with good people who enjoy what they do."



**— Brad Anthony, M.B.A., Senior Specialist,  
Housing and Finance Group, 6 years**





# WHAT OUR CUSTOMERS SAY



**25<sup>TH</sup>**  
ANNIVERSARY  
1998–2023

*“When the COVID-19 stay-at-home order started, Econometrica raised a very important question regarding the physical data shipments to states. By quickly identifying this issue and moving to resolve any disconnects, the contractor not only provided excellent customer service to states but protected CMS data with protected health information/potentially identifiable information.”*

**—Contracting Officer’s Representative comment from an Econometrica CMS project**

*“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.”*

**—Contracting Officer’s Representative comment from an Econometrica CMS project**

*“Both the Project Directors and Project Managers are excellent in their handling of a very large, all-encompassing contract. [Econometrica] ...works very closely with us to ensure timely and quality deliverables.”*

**—Contracting Officer’s Representative comment from an Econometrica CMS project**

# OUR CLIENTS

## Data Analytics

### Select Clients:

- Agency for Healthcare Research and Quality
- The Brookings Institution
- Centers for Medicare & Medicaid Services
- Federal Emergency Management Agency
- Ginnie Mae
- Substance Abuse and Mental Health Services Administration
- Transportation Security Administration
- U.S. Department of Transportation
- U.S. Department of Education
- U.S. Department of Housing and Urban Development
- U.S. Census Bureau
- U.S. Small Business Administration

## Housing and Finance

### Select Clients:

- Export-Import Bank of the United States
- Ginnie Mae
- U.S. Department of Agriculture
- U.S. Department of Education
- U.S. Department of Housing and Urban Development

## Health

### Select Clients:

- 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
- Indian Health Service
- Office of the National Coordinator for Health Information Technology
- Substance Abuse and Mental Health Services Administration
- U.S. Department of Agriculture, Food and Nutrition Service
- Kaiser Commission on Medicaid and the Uninsured
- National Association of County and City Health Officials
- The Brookings Institution
- Indiana University

# TECHNICAL CAPABILITIES: WHAT WE DO BEST—THE SIX WORDS



## Technical Capabilities

- We deliver the highest quality service to our customers.
- We provide the right professionals for each task to develop practical solutions for complex problems.

## Customer Satisfaction

- We are committed to exceeding expectations.
- We are committed to clear, consistent, and open communication with our customers, employees, and business partners and encourage a collaborative approach to daily work.
- We are model stewards of public funds and the public trust.
- We have zero tolerance for fraud, waste, and abuse.

## Business Development

- We adhere to the highest standards of honesty, integrity, and fairness when engaging with customers, suppliers, and the public.
- We comply with the spirit and letter of all applicable laws, regulations, contract provisions, and customer-specific requirements.
- We compete vigorously in the marketplace and avoid business dealings that violate antitrust laws, conflict of interest principles, or procurement integrity guidelines.



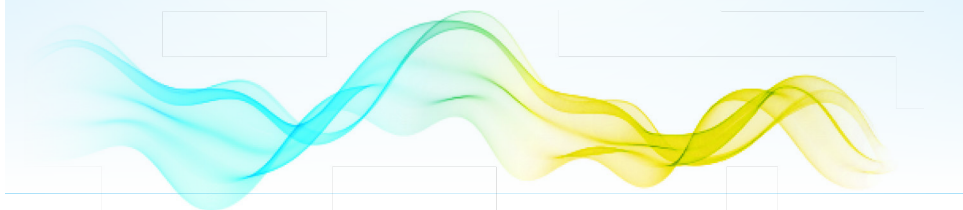
# ECONOMETRICA, INC.



*Celebrating 25 years of...*

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

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



# ECONOMETRICA, INC.

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