



IMPAQ
INTERNATIONAL

**GSA MOBIS Federal Supply Schedule
Contract No. GS-10F-0240U**

May 2008 – May 2013

IMPAQ International, LLC
10420 Little Patuxent Parkway, Suite 300
Columbia, MD 21044

[P] 443.367.0088 / [F] 443.367.0477

www.impaqint.com

TABLE OF CONTENTS

	Page
General Services Administration Authorized Federal Supply Schedule Price List Customer Information.....	1
IMPAQ International, LLC Corporate Overview	2
Authorized Federal Supply Schedule Price List	3
Areas of Specialization and Services	10
Selected Current and Past Projects	12
Corporate Officer Bios and Contact Information	20

**GENERAL SERVICES ADMINISTRATION
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST**

CUSTOMER INFORMATION

Company Name: IMPAQ International, LLC

Company Address: 10420 Little Patuxent Parkway, Suite 300
Columbia, MD 21044

Contract Number: GS-10F-0240U

Contract Period: May 23, 2008 – May 22, 2013

Discounts: Items/Services awarded are listed on the attached Federal Supply Schedule Price List. The awarded prices include the 0.75% Industrial Funding Fee.

IMPAQ International, LLC submitted pricing based on “Other than a Commercial Price List” rather than discounts from a commercial price list. The Government’s overall prices, terms, and conditions are equal to those offered to their Most Favored Customer (MFC), the U.S. Department of Labor. The firm added the .75% IFF onto their MFC rates to calculate their awarded MOBIS rates.

For the purposes of the price reductions clause, the firm’s Basis of Award (BOA) customer has been identified as “commercial customers”.

Special Item Numbers (SINS) Awarded:

874-1 and 874-1RC	Consulting Services
874-3 and 874-3RC	Survey Services
874-7 and 874-7RC	Project Management and Program Integration Services

Delivery/ Performance Area: Domestic and Overseas

F.O.B. Point: Destination

Minimum Order: \$300.00
Maximum Order: \$1,000,000.00

Prompt Payment Discount Terms: Net 30

IMPAQ INTERNATIONAL, LLC CORPORATE OVERVIEW

IMPAQ International, LLC, a woman-owned small business, was founded in 2001 by its CEO, Ms. Sharon Benus, and its Executive Director for Research, Dr. Jacob Benus, with the goal of establishing IMPAQ as a premier social science research firm specializing in the conduct of rigorous impact evaluations for domestic and international clients. The firm's name, IMPAQ International, was chosen as symbolic of this focus.

After supporting several successful international consulting projects, IMPAQ accelerated its growth with the award of Project GATE to IMPAQ by the U.S. Department of Labor, a project which expanded on work previously conducted by Dr. Benus in the area of entrepreneurship training programs. This five-year evaluation project enabled IMPAQ to begin the growth trajectory that has continued to today.

Once established as a leader in the evaluation of workforce programs as a result of its ground-breaking work performed for the U.S. Department of Labor, IMPAQ next expanded its reach into the health care policy area, winning contracts to support projects for the Centers for Medicare & Medicaid Services, the Agency for Healthcare Research and Quality, the Centers for Disease Control and Prevention, and the National Institutes of Health of the U.S. Department of Health and Human Services. This work has enabled IMPAQ to quickly become a market leader in the health care research and evaluation arena.

The firm's record of excellence is rooted in its strong and identifiable culture. From its inception as a small boutique to its current status as a thriving research firm, the founders have deliberately cultivated and fostered a respectful work environment, hiring diverse, multi-disciplinary, well-educated, and businesslike team members where each staff member's contribution is recognized and respected.

Our diverse research team and survey center staff now numbers more than 200 people, including individuals with advanced degrees in such areas as economics, public policy, health policy and management, public administration, anthropology, statistics, industrial/organizational psychology, business management, information technology, and computer science.

Mission Statement

IMPAQ's mission is to provide exemplary research and consulting services to its domestic and international clients in the areas of impact evaluation studies, applied research, policy analysis, quantitative and qualitative data analysis, and technical assistance.

Our work is focused on the evaluation of social programs and policies, particularly those that target assistance to the most vulnerable groups in society. We apply rigorous evaluation techniques to help our clients identify programs and policies that are effective and help to support their implementation. In doing so, we believe that our work can make and has made a real difference in creating and fostering social change.

Our staff is dedicated to delivering work products that meet or exceed professional standards for research quality and that are delivered on-time and within budget. Equally as important, we believe in providing personalized services and approaches to our clients and in working collaboratively with them to achieve successful project outcomes.

IMPAQ INTERNATIONAL, LLC
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST

The following Price List applies to SINs: **874-1/874-1RC** (*Consulting Services*), **874-3/874-3RC** (*Survey Services*), and **874-7/874-7RC** (*Project Management Program Integration Services*).

Labor Category Pricing

Labor Category	Year 1 (2008-2009)	Year 2 (2009-2010)	Year 3 (2010-2011)	Year 4 (2011-2012)	Year 5 (2012-2013)
Data Entry Assistant	\$27.78	\$28.72	\$29.70	\$30.71	\$31.75
Administrative Assistant I	\$47.48	\$49.41	\$51.09	\$52.82	\$54.62
Administrative Assistant II	N/A	N/A	\$60.09	\$62.13	\$64.25
Administrative Assistant III	\$66.78	\$69.05	\$71.40	\$73.82	\$76.33
Administrative Assistant IV	N/A	N/A	\$73.45	\$75.95	\$78.53
Survey Center Interviewer I	\$27.78	\$28.72	\$29.70	\$30.71	\$31.75
Survey Center Interviewer II	\$33.34	\$34.47	\$35.64	\$36.85	\$38.11
Survey Center Interviewer III	\$38.89	\$40.21	\$41.58	\$42.99	\$44.46
Survey Center Supervisor I	\$38.89	\$40.21	\$41.58	\$42.99	\$44.46
Survey Center Supervisor II	\$41.67	\$43.09	\$44.55	\$46.07	\$47.63
Survey Center Assistant Manager	\$72.87	\$75.35	\$77.91	\$80.56	\$83.30
Survey Center Manager	\$108.28	\$111.96	\$115.77	\$119.70	\$123.77
Survey Director	\$200.33	\$207.14	\$214.19	\$221.47	\$229.00
MIS Engineer I	\$50.17	\$51.88	\$53.64	\$55.46	\$57.35
MIS Engineer II	N/A	N/A	\$64.12	\$66.30	\$68.55
MIS Engineer III	\$76.28	\$78.87	\$81.56	\$84.33	\$87.20
Programmer I	\$91.92	\$95.05	\$98.28	\$101.62	\$105.07
Programmer II	N/A	N/A	\$105.51	\$109.10	\$112.81
Programmer III	\$112.19	\$116.00	\$119.94	\$124.02	\$128.24
IT Director	\$121.37	\$125.50	\$129.76	\$134.18	\$138.74
Database/Systems Analyst I	N/A	N/A	\$55.13	\$57.01	\$58.95
IT Systems Administrator I	N/A	N/A	\$55.13	\$57.01	\$58.95
Director, Data Systems & Software Architecture	N/A	N/A	\$186.99	\$193.35	\$199.93

Labor Category	Year 1 (2008-2009)	Year 2 (2009-2010)	Year 3 (2010-2011)	Year 4 (2011-2012)	Year 5 (2012-2013)
Analyst II	N/A	N/A	\$26.68	\$27.58	\$28.52
Lead Analyst II	N/A	N/A	\$30.68	\$31.72	\$32.80
Recruitment Analyst I	N/A	N/A	\$36.33	\$37.57	\$38.85
Recruitment Analyst II	N/A	N/A	\$44.89	\$46.41	\$47.99
Research Analyst I	\$54.76	\$56.62	\$58.54	\$60.53	\$62.59
Research Analyst II	N/A	N/A	\$66.78	\$69.05	\$71.40
Research Analyst III	\$65.12	\$67.33	\$69.62	\$71.99	\$74.44
Research Analyst IV	\$74.79	\$77.33	\$79.96	\$82.68	\$85.49
Research Analyst V	N/A	N/A	\$86.82	\$89.77	\$92.82
Research Associate I	N/A	N/A	\$88.15	\$91.15	\$94.25
Research Associate II	N/A	N/A	\$93.49	\$96.67	\$99.96
Research Associate III	\$93.89	\$97.08	\$100.38	\$103.80	\$107.33
Research Associate IV	\$100.17	\$103.57	\$107.09	\$110.73	\$114.50
Research Associate V	\$105.56	\$109.15	\$112.86	\$116.70	\$120.67
Research Associate VI	\$114.92	\$118.83	\$122.87	\$127.04	\$131.36
Research Associate VII	N/A	N/A	\$126.88	\$131.19	\$135.65
Senior Research Associate I	\$121.67	\$125.81	\$130.08	\$134.51	\$139.08
Senior Research Associate II	\$130.23	\$134.66	\$139.24	\$143.97	\$148.87
Senior Research Associate III	\$133.56	\$138.10	\$142.80	\$147.66	\$152.68
Senior Research Associate IV	N/A	N/A	\$160.27	\$165.72	\$171.35
Senior Research Associate V	\$164.68	\$170.28	\$176.07	\$182.05	\$188.24
Senior Research Associate VI	N/A	N/A	\$184.33	\$190.59	\$197.07
Senior Research Associate VII	\$191.76	\$198.28	\$205.02	\$211.99	\$219.20
Senior Research Associate VIII	\$223.43	\$231.03	\$238.88	\$247.00	\$255.40
Senior Research Associate IX	\$240.40	\$248.57	\$257.02	\$265.76	\$274.80
Senior Research Associate X	N/A	N/A	\$267.11	\$276.20	\$285.59
Senior Research Associate XIII	N/A	N/A	\$293.84	\$303.83	\$314.16

Labor Category	Year 1 (2008-2009)	Year 2 (2009-2010)	Year 3 (2010-2011)	Year 4 (2011-2012)	Year 5 (2012-2013)
Medical Director I	N/A	N/A	\$260.45	\$269.30	\$278.46
Assistant Project Manager I	N/A	N/A	\$68.40	\$70.72	\$73.13
Project Manager I	N/A	N/A	\$76.95	\$79.57	\$82.27
Project Manager/Director I	\$108.26	\$111.94	\$115.75	\$119.68	\$123.75
Project Manager/Director II	\$122.34	\$126.50	\$130.80	\$135.25	\$139.85
Project Manager/Director III	\$138.90	\$143.62	\$148.51	\$153.55	\$158.78
Project Manager/Director IV	N/A	N/A	\$160.27	\$165.72	\$171.35
Project Manager/Director V	N/A	N/A	\$184.33	\$190.59	\$197.07
Project Manager/Director VI	N/A	N/A	\$207.02	\$214.06	\$221.34
Project Manager/Director VII	N/A	N/A	\$220.39	\$227.88	\$235.63
Project Manager/Director VIII	\$227.01	\$234.73	\$242.71	\$250.96	\$259.49
Vice President II	\$227.01	\$234.73	\$242.71	\$250.96	\$259.49
Vice President IV	N/A	N/A	\$266.73	\$275.79	\$285.17

Note:

1. Pricing based on a fixed escalation rate of 3.4%

IMPAQ International, LLC
Experience and Education Requirements by Labor Category

Position	Labor Category	Grade Level	Years of Experience	Education Requirements
Administrative Positions	Data Entry Assistant	I	0 years	High School Diploma or equivalent
	Administrative Assnt.	I	0 years	High School Diploma or equivalent
	Administrative Assnt.	II	3 years	High School Diploma or equivalent
	Administrative Assnt.	III	5 years	High School Diploma or equivalent
	Administrative Assnt.	IV	6 years	High School Diploma or equivalent
Survey Center Positions	Survey Center Interviewer	I	0 years	High School Diploma or equivalent
	Survey Center Interviewer	II	2 years	High School Diploma or equivalent
	Survey Center Interviewer	III	3 years	High School Diploma or equivalent
	Survey Center Supervisor	I	1 year	High School Diploma or equivalent
	Survey Center Supervisor	II	2 years	High School Diploma or equivalent
	Survey Center Assnt. Mgr.	I	2 years	High School Diploma or equivalent
	Survey Center Manager	I	3 years	Bachelors Degree
	Survey Director	I	5 years	Masters Degree or Ph.D.

Position	Labor Category	Grade Level	Years of Experience	Education Requirements
IT and Programmer Positions	MIS Engineer	I	0 years	Bachelors Degree
	MIS Engineer	II	3 years	Bachelors Degree
	MIS Engineer	III	5 years	Bachelors Degree
	Programmer	I	3 years	Bachelors Degree
	Programmer	II	5 years	Bachelors Degree
	Programmer	III	7 years	Bachelors Degree
	IT Director	I	5 years	Bachelors Degree
	Database/Systems Analyst	III	3 years	Bachelors Degree
	IT Systems Administrator	II	2 years	Bachelors Degree
Director, Data Systems & Software Architecture	I	10 years	Bachelors Degree in Information Systems/Sciences	

Position	Labor Category	Grade Level	Years of Experience	Education Requirements
Research Positions	Analyst	II	1 year	High School Diploma or equivalent
	Lead Analyst	II	1 year	High School Diploma or equivalent
	Recruitment Analyst	I	1 year	Bachelors Degree
	Recruitment Analyst	II	3 years	Bachelors Degree
	Research Analyst	I	1 year	Bachelors Degree
	Research Analyst	II	2 years	Bachelors Degree
	Research Analyst	III	3 years	Bachelors Degree
	Research Analyst	IV	5 years	Bachelors Degree
	Research Analyst	V	6 years	Bachelors Degree
	Research Associate	I	1 year	Masters Degree or Ph.D.
	Research Associate	II	2 years	Masters Degree or Ph.D.
	Research Associate	III	3 years	Masters Degree or Ph.D.
	Research Associate	IV	5 years	Masters Degree or Ph.D.
	Research Associate	V	6 years	Masters Degree or Ph.D.
	Research Associate	VI	7 years	Masters Degree or Ph.D.
	Research Associate	VII	8 years	Masters Degree or Ph.D.
	Sr. Research Associate	I	1 year	Ph.D. or Ed.D.
	Sr. Research Associate	II	2 years	Ph.D. or Ed.D.
	Sr. Research Associate	III	3 years	Ph.D. or Ed.D.
	Sr. Research Associate	IV	4 years	Ph.D. or Ed.D.
	Sr. Research Associate	V	5 years	Ph.D. or Ed.D.
	Sr. Research Associate	VI	6 years	Ph.D. or Ed.D.
	Sr. Research Associate	VII	7 years	Ph.D. or Ed.D.
	Sr. Research Associate	VIII	8 years	Ph.D. or Ed.D.
	Sr. Research Associate	IX	10 years	Ph.D. or Ed.D.
	Sr. Research Associate	X	15 years	Ph.D. or Ed.D.
Sr. Research Associate	XIII	20 years	Ph.D. or Ed.D.	

Position	Labor Category	Grade Level	Years of Experience	Education Requirements
Executive Positions	Medical Director	I	10 years	MD or DO Degree
	Assistant Project Manager	I	3 years	Bachelors Degree
	Project Manager	I	5 years	Bachelors Degree
	Project Mgr./Director	I	1 year	Masters Degree or Ph.D.
	Project Mgr./Director	II	2 years	Masters Degree or Ph.D.
	Project Mgr./Director	III	3 years	Masters Degree or Ph.D.
	Project Mgr./Director	IV	4 years	Masters Degree or Ph.D.
	Project Mgr./Director	V	5 years	Masters Degree or Ph.D.
	Project Mgr./Director	VI	6 years	Masters Degree or Ph.D.
	Project Mgr./Director	VII	7 years	Masters Degree or Ph.D.
	Project Mgr./Director	VIII	10 years	Masters Degree or Ph.D.
	Vice President	II	15 years	Masters Degree or Ph.D.
	Vice President	IV	16 years	Masters Degree or Ph.D.

The following substitution of education experience with the work experience applies:

- MA/MS + 4 extra years experience = PhD/EdD
- BA/BS + 3 extra years of experience = MA/MS
- AA or High School equivalency + 4 extra years of experience = BA

AREAS OF SPECIALIZATION AND SERVICES

1. Program Evaluation And Applied Research Studies

IMPAQ's staff is highly experienced in evaluating government programs, especially in the areas of workforce issues and health care programs. For example, IMPAQ's staff has advised government clients on the feasibility and impact of policies for improving health systems, social protection systems, public employment and training programs, and government payment systems. IMPAQ staff utilizes their experience with applied research to design and implement social safety net programs that target assistance to the most vulnerable groups in society. IMPAQ has provided evidence-based research and technical assistance on a variety of labor, health, and social safety net issues, including:

- Workforce investment and employment services
- Unemployment Insurance
- Social assistance and welfare reform
- Social policy technical assistance
- Privatization and economic restructuring
- Vocational education and workforce training
- Medicare Advantage
- Medicare Part D
- Retiree Drug Subsidy
- Medicare and Medicaid Demonstrations
- Quality of care
- Electronic health records
- Performance measurement & pay-for-performance
- Payment systems
- Mental health services.

2. Impact Evaluation Studies

IMPAQ senior staff has extensive domestic and international experience in designing and evaluating the net impact of pilot demonstration programs as well as on-going government programs. IMPAQ staff includes experts in quantitative impact evaluations and are often invited to present seminars and training sessions on impact evaluation techniques. IMPAQ staff has also pioneered the use of quasi-experimental techniques in developing and transition economies to determine the net impact of social programs.

3. Survey Operations

IMPAQ operates its own, in-house 50 work station Survey Center which is housed in our corporate office location. IMPAQ's Survey Center is equipped with integrated CATI, telephone systems, and VNC visual and audio monitoring systems which allow for multiple quality assurance monitoring capabilities. The IMPAQ Survey Center also provides clients with a private room to conduct visual and audio monitoring, while maintaining a view of the entire survey center. Our Survey Center also has remote monitoring capabilities.

IMPAQ's Survey Center is open 7 days a week and is staffed seven days a week with experienced interviewers, supervisors, coders, locators, and programmers. The Survey Center maintains hours of operation from 9 a.m. to midnight (EST) to cover all available calling hours throughout the U.S.

4. Database Administration

IMPAQ designs and implements complex relational databases to support its research projects. IMPAQ staff has created systems using Oracle, SQL Server, Sybase, MySQL and MS Access, working in Linux and Microsoft operating systems. For example, IMPAQ designed a database system to support project data collection over the Internet. The IMPAQ database system gathers data from program participants, as well as from field staff. To protect sensitive personal information, the database design incorporates advanced security measures. Reliability and availability are achieved through server redundancy, redundant arrays of independent disks (RAID), and load balancing on the web servers. The database system includes features such as daily backups and monthly backups which are stored offsite.

5. Management Information Systems/Data Analysis

IMPAQ staff has technical expertise in architecting, designing, and implementing data collection systems customized to support evaluation studies. These systems are designed to meet high standards of security, reliability, scalability, and interoperability with other components of a given project's overall data collection and analysis system. In addition, IMPAQ staff has many years of experience in applying a wide range of econometric and statistical analysis techniques to many different social science datasets using software such as: SAS, Stata, and SPSS. For example, IMPAQ staff is currently designing and managing an Unemployment Insurance Administrative Data Warehouse for 17 states. IMPAQ staff also designed the Minimum Data Set (MDS) for a Medicaid national demonstration project. Finally, IMPAQ staff has in-depth experience with both procedural and object-oriented software development in programming simulations, modeling complex systems, performing econometric estimation, and health services research (HSR) methods.

6. Custom Computer Programming

Our software development team is experienced in both procedural and object-oriented languages and has developed custom software in a wide variety of fields. We have developed software that directly accesses relational databases, such as Oracle or SQL Server, and Microsoft-specific software, that reads from MS Access data files and writes to report templates in MS Excel format along with documentation that is easy to read and concise.

IMPAQ INTERNATIONAL, LLC

SELECTED CURRENT AND PAST PROJECTS

U.S. DEPARTMENT OF LABOR (DOL)

Employment and Training Administration (ETA)

Evaluation of the Growing America Through Entrepreneurship (GATE) Demonstration

For the past seven years, IMPAQ has supported Project GATE, an experimental design evaluation project in Maine, Minnesota, and Pennsylvania. The goal of this project is to evaluate the effectiveness of providing entrepreneurial training services to individuals in urban and rural areas. IMPAQ was recently awarded a follow-up project to collect a third wave of data from program participants.

Evaluation of the Unemployment Insurance (UI) Program

IMPAQ is currently conducting the Unemployment Insurance (UI) Program Study project. This study will provide the U.S. Department of Labor with detailed empirical information on the effectiveness of the U.S. Unemployment Insurance (UI) system.

Workforce Investment Act Net Impact Evaluation

For the U.S. Department of Labor, IMPAQ is currently conducting a quasi-experimental design study to evaluate the impact of the Workforce Investment Act (WIA). IMPAQ is collecting and analyzing administrative and performance data from 15 representative states.

Regional Technical Assistance and Training Project

IMPAQ is currently providing technical assistance support to three ETA Regional Offices (Regions I, II, and III) through the conduct of data collection activities, the provision of on-site technical assistance, and by providing conference and meeting planning support.

National Reemployment Project

IMPAQ is supporting a national team of ETA senior managers in the design and delivery of a nationwide project aimed at improving cross-program collaboration and effectiveness in the reemployment process. This project includes data collection support, as well as the design and implementation of pilot projects in selected sites nationwide.

Project GATE II Evaluation

IMPAQ is designing and implementing a random assignment evaluation of a second round of grantees funded under the Growing America Through Entrepreneurship (GATE) program. Four states (Virginia, Alabama, North Carolina, and Minnesota) are participating in the study. A non-experimental design is being used to analyze the data collected from Minnesota participants in the program.

Project Gate II Technical Assistance

IMPAQ is providing technical assistance to the four states participating in the Project GATE II grantee program. Assistance includes the design of random assignment procedures, conduct of random assignment, and ongoing technical assistance support delivered through site visits and ongoing communication with site representatives.

Community Colleges as the Classroom for America’s Workforce: Best Practices and Lessons Learned from the Field in Working with the Public Workforce System

The purpose of this project is to study a sample of community colleges to identify challenges, promising strategies and best practices regarding retraining America’s workforce for in-demand industries.

Office of Foreign Labor Certification Prevailing Wage Determination Processing Services Support and Help Desk Support (DC)

The purpose of this project is to provide analytical, management, and administrative support to the U.S. Department of Labor’s Office of Foreign Labor Certification (OFLC) in processing requests from employers or their representatives for prevailing wage determinations (PWD) under the permanent and certain temporary foreign labor certification programs administered by OFLC.

Office of Foreign Labor Certification Supervised Recruitment Program (Atlanta)

The purpose of this project is to support the U.S. Department of Labor’s Office of Foreign Labor Certification (OFLC) through provision of administrative support in conducting selective supervised recruitment in the application process under the Permanent Labor Certification program of the OFLC National Processing Center located in Atlanta, GA.

Office of Job Corps

Job Corps Survey National Data Collection Project

IMPAQ is conducting over 70,000 telephone interviews annually as part of the Job Corps Survey National Data Collection Project. The data collected in these surveys are used to monitor the performance of the Job Corps program.

Occupational Safety and Health Administration

Evaluating the Impact of OSHA’s Enforcement Interventions

The goal of this project is to design a rigorous evaluation of the impact of OSHA enforcement procedures on the future safety and health compliance of businesses.

Employment Standards Administration

Evaluating the Impact of the Wage and Hour Division’s Enforcement Procedures

IMPAQ is conducting a one-year study to design a rigorous random assignment evaluation which will allow estimation of the impact of a variety of factors on employer compliance and recidivism rate relative to Federal labor laws regarding minimum wage, family and medical leave, migrant workers, lie detector tests, temporary worker programs, and prevailing wages for government service and construction contracts.

Office of Federal Contract Compliance Programs

Evaluation of the Federal Contractor Selection System

The purpose of this project is to evaluate and recommend improvements to the Federal Contractor Selection System (FCSS) used by the Office of Federal Contract Compliance Programs (OFCCP) to identify Federal contractors who do not comply with Federal laws related to employee discrimination.

Bureau of International Labor Affairs (ILAB)

Combating Child Labor Through Education – Turkey

The primary objective of this project was to increase access to basic and vocational education for children employed in agriculture, particularly children engaged in, or at risk of engaging in, seasonal work as agricultural laborers.

Bureau of Labor Statistics (BLS)

Forms Design and Pilot Testing for the BLS QCEW Environmental Sector Industry Employment Project

The purpose of this project is to assist BLS and its Quarterly Census of Employment and Wages (QCEW) program in the design of data collection forms to collect data on environmental sector (“green jobs”) business activity at individual establishments. Under subcontract to Office Remedies, Inc. (ORI), IMPAQ is leading the forms design, cognitive testing, and data analysis for the project, as well as collaborating on the final report.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS)

Centers for Medicare & Medicaid Services (CMS)

Comparative Effectiveness Research (CER) Public Use Data Pilot Project

CMS has contracted with IMPAQ to pioneer the creation, dissemination, and support of Medicare claims public use files (PUF) to conduct comparative effectiveness research.

Development of a Medicaid/CHIP Environmental Scanning and Program Characteristics (ESPC) Database

IMPAQ is developing a Medicaid and Children’s Health Insurance Program (CHIP) database containing program characteristics and State-specific environmental factors (i.e., population demographics, and health, environmental-air, water, etc., political, economic, and provider factors) to support comparative effectiveness research (CER).

Evaluation and Performance of Medicare Part D Organizations' Business Logic for Performance Metrics and Composite Scoring Reporting Card

This project will develop the business rules and composite scoring methodologies for evaluating the performance of organizations providing the Medicare Part D Drug Benefits.

Medicaid Program Demonstration Project: Community-based Alternatives to PRTFs

This project designed a national evaluation of the *Community-Based Alternatives to Psychiatric Residential Treatment Facilities* (PRTF) demonstration program. The PRTF demonstration is part of the New Freedom Initiative (NFI).

Data Review and Guidance Development for Medicare Special Needs Plans and a Quality Improvement Program for Medicare Advantage

In this task order, IMPAQ is reviewing and evaluating data currently collected by CMS through its oversight activities for the Medicare Advantage (MA) and Special Needs Plans (SNPs) and is helping CMS develop policy guidance on quality oversight and improvement for these programs.

National Balancing Indicator Contractor

This project involves developing a set of national indicators to assess States' efforts to balance their long-term care support system between institutional and community-based supports including characteristics correlated with improved qualities of care for individuals.

Development of Part C, D, and RDS Error Rates

This project involves the development of a Medicare Part C, D and RDS Risk Assessment which included a payment system overview, a comprehensive identification of all risks, a ranking of all risks identified, a definition of a Part C Payment Error, and the development of a Measurement Methodology for selected Part C, D and RDS High Risk Areas.

Part C and D: Payment Error Analysis

This project provides involves the development and implementation of methodologies to estimate components of payment error and improper payments in the Medicare Part C, Part D, and Retiree Drug Subsidy programs.

Medicare Prescription Drug Benefit Final Part D Payment Process

As a subcontractor to StrategicHealthSolutions, IMPAQ is providing a full range of statistical, analytical, audit, financial, formulary and professional business services to the Centers for Medicare & Medicaid Services (CMS). These services will assist CMS in analyzing the Part D Payment Reconciliation results as determined by the Payment Reconciliation System (PRS).

Analysis of Case-Mix Growth for Hospitals

IMPAQ is conducting a study to estimate the observed change in national average case-mix to determine the portion of the change that is due to changes in MS-DRG coding rather than real increases in patient severity of illness.

Autism Spectrum Disorders Services

IMPAQ is helping CMS to obtain, synthesize, and disseminate information about available services and supports for individuals with Autism Spectrum Disorders and their families through an environmental scan, survey of states' current services, and the development of best practice service delivery models.

Development of Performance Metrics

IMPAQ is supporting CMS in the development, implementation, and analysis of performance measures for the Medicare Advantage (Part C) and Prescription Drug (Part D) programs.

Evaluation of the Senior Risk Reduction Demonstration Under Medicare

The focus of this project is on the design and implementation of a longitudinal evaluation of the effectiveness of the Senior Risk Reduction Demonstration (SRRD). Under this CMS-sponsored program, demonstration vendors will provide risk reduction services to a random sample of non-institutionalized Medicare fee-for-service beneficiaries enrolled in Parts A and B and between 67 to 74 years of age – both nationwide and from communities which have exemplary information and referral/assistance services programs for seniors.

Durable Medical Equipment Prosthetics and Supplies (DMEPOS) Contractor

IMPAQ is currently conducting research and performing economic analyses to identify and implement methodologies for the development of gap-filling processes for establishing DMEPOS fee schedule amounts.

Evaluation of the Medicare Acute Care Episode (ACE) Demonstration

IMPAQ is assisting CMS in the design and implementation of an independent evaluation of the ACE demonstration, which will run for 3 years involving up to 5 sites representing 11 hospitals in 4 states (Colorado, New Mexico, Texas, and Oklahoma). The study is designed to evaluate the feasibility and cost effectiveness of the bundled payment methodology and the improvement in quality of care and other benefits to Medicare beneficiaries. Key analytical tasks include defining appropriate comparison populations, collecting primary and secondary data, defining and implementing methods for (quality) outcomes evaluation and budget neutrality, and assessing shared savings as addressed in the legislation.

Development of Medicare Advantage and Prescription Drug Plan Monitoring Methods

IMPAQ is collaborating with CMS on a broad effort to review and analyze the CMS' Medicare Advantage (Part C) and Prescription Drug (Part D) programs for approaches to monitor sponsors and to develop monitoring methods for selected approaches.

Part C and D Complaints Resolution Performance Measure

Following on previous work performed for CMS, IMPAQ is developing and supporting the implementation of a performance measurement system for the Medicare Advantage (Part C) and Prescription Drug (Part D) program that validates plan resolution of beneficiary complaints closed by plans from the unique perspective of the beneficiaries themselves.

Agency for Healthcare Research and Quality (AHRQ)

Effective Health Care Program Governance and National Priority Setting

IMPAQ is currently developing a conceptual framework and formalized governance program for AHRQ's Effective Health Care (EHC) Program through the conduct of interviews, development of case studies, conduct of a cross-organization review of international organizations, and the conduct of an Appreciative Inquiry exercise with key stakeholders.

Designing an Evaluation of Three Administration on Aging (AoA) Programs

IMPAQ is designing a comprehensive evaluation of three Administration on Aging (AoA) programs: *Aging and Disability Resource Centers (ADRCs)*, *Community Living Programs (CLPs)*, and *Evidence-Based Disease and Disability Prevention Programs (EBDDPs)*, including both a process and an impact evaluation of these programs.

Longitudinal Program Evaluation of HHS Healthcare Associated Infections (HAI) National Action Plan (NAP)

For this project, IMPAQ is developing and implementing an iterative longitudinal comprehensive program evaluation framework of the Healthcare Associated Infections National Action Plan (HAI NAP). This evaluation will employ the Context-Input-Process-Product (CIPP) evaluation model to assess overall initiative impacts, outcomes, and the adoption and diffusion of HAI interventions using both qualitative and quantitative assessment approaches.

Communications Dissemination Evaluation

IMPAQ is currently conducting an evaluation of the processes, systems, and mechanisms used by AHRQ to disseminate information and products to its stakeholders. Tasks to be performed include the conduct of interviews with senior staff, development of case studies of effective cross-unit collaboration, and the conduct of a best practices study with external organizations.

NBGH Purchaser's Guide Evaluation

IMPAQ is supporting AHRQ in assessing and redefining the contextual framework for the NBGH Purchaser's Guide to develop a system and process for the measurement of the impact of the guide on health-related outcomes.

Evaluation Synthesis

The purpose of this project is to conduct a synthesis of selected evaluations completed for AHRQ since 2004 to determine the organizational and management elements common across the evaluated programs, initiatives, and products that affected or contributed to differing levels of success in achieving their goals.

Applying Lessons Learned in Community Collaboration to Health Information Technology (HIT)

To augment AHRQ's existing health IT research, this project focuses on stakeholder collaboration and how models of community planning and development, both in healthcare and other industries, can be used for establishing sustainable Regional Health Information Organizations (RHIO) and health information exchange (HIE) activities.

National Institutes of Health (NIH)

Assessment of the NIH Child Care Services Program

IMPAQ International conducted an assessment of NIH's childcare service program to determine the effectiveness of the existing program, as well as document areas of improvement for ensuring its continued competitiveness with comparable organizations.

Centers for Disease Control and Prevention (CDC)

Examining the Relationship Between Alcohol Policies and Violence

IMPAQ has contracted with the Division of Violence Prevention of the Centers for Disease Control and Prevention to develop an improved statistical approach for estimating the relationship between alcohol consumption and violence, examining policies from the perspective of multiple levels of government and types of violence.

U.S. GENERAL SERVICES ADMINISTRATION (GSA)

Mission Oriented Business Integrated Services (MOBIS) Contract

IMPAQ was recently awarded a MOBIS contract with GSA to provide services to Federal government agencies and organizations. IMPAQ is qualified to provide support for Consulting Services (SIN 874-1), Survey Services (SIN 874-3), and Project Management and Program Integration Services (SIN 874-7).

U.S. DEPARTMENT OF EDUCATION

Education Streamlined Acquisition Tool (ED-SAT) Blanket Purchase Agreement

IMPAQ was recently selected by the U.S. Department of Education to provide: 1) policy, program, and performance analysis and evaluation services, and 2) research and assessment design, data collection and analysis services.

U.S. CENSUS BUREAU

Census Research and Development Contract

IMPAQ was recently awarded an ID/IQ contract from the U.S. Census Bureau to provide survey planning, cost and workload modeling, survey assessment, survey management assistance, technical analysis, and technology assessment services.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

Evaluation of HUD Housing Counseling Services Program

As a subcontractor to Abt Associates, IMPAQ developed a web-based participant tracking system to collect baseline data on a sample of households receiving pre-purchase and post-purchase counseling services through HUD-sponsored counseling programs. IMPAQ is also conducting a telephone survey follow-up to program participants 12 months following the receipt of services.

INTERNATIONAL PROJECTS

Data Quality Review – Republic of Georgia

This objective of this project, which is being performed for the Millennium Challenge Fund, is to ensure that data collected for program monitoring and evaluation are of acceptable quality, reliability, and consistency. The IMPAQ team is assessing the quality and consistency of data across different *Implementing Entities* and other institutions engaged in survey data collection efforts. The IMPAQ team will report on key issues or problematic areas regarding data quality, as well as identify mitigation measures to correct the problems.

Enabling Labor Mobility (ELMO) – Bosnia and Herzegovina

IMPAQ International joined the BearingPoint team of contractors to provide technical assistance under USAID's Bosnia and Herzegovina (BiH) Program for Enabling Labor Mobility (ELMO).

Support for Economic Growth and Institutional Reform (SEGIR) Macro II – Worldwide

IMPAQ International joined the BearingPoint team of contractors to provide technical assistance under the Support for Economic Growth and Institutional Reform (SEGIR) Macro-economic II project.

Support for Economic Growth and Institutional Reform (SEGIR) Privatization – Worldwide

IMPAQ International joined the Carana Corporation Consortium to provide technical assistance services regarding privatization under the Support for Economic Growth and Institutional Reform (SEGIR) Privatization project.

Palestinian Agribusiness Partnership Activity (PAPA) – West Bank, Gaza, and Israel

The Palestinian Agribusiness Partnership Activity (PAPA) is a USAID funded program to foster rapid economic growth and employment opportunities in the West Bank and Gaza.

Social Safety Net Research – Jamaica

IMPAQ joined Mathematica Policy Research to provide technical assistance in the evaluation of the Social Safety net programs addressing poverty alleviation in Jamaica.

Technical Assistance to Monitor the Social Impact of Privatization – Turkey

This project provided technical assistance and consulting services for three studies: (1) Privatization Economic Impact, (2) Privatization Coping Strategies, and (3) Net Impact of Labor Redeployment Services.

Impact Evaluation of Active Labor Programs – Romania

The overall goal of this project was to provide information on the net impact of selected active labor market programs (ALMPs) in Romania and to improve the targeting and cost-effectiveness of these programs.

Impact of Active Labor Market Programs in Transition Economies – Russia

For this project, IMPAQ International partnered with the Centre for Economic and Financial Research (CEFIR) in Moscow, Russia, and the National Research Institute on Labor and Social Protection (NRILSP) in Bucharest, Romania. The main goal of the project was to accumulate information and contribute to the knowledge base and experience about public policy programs assessments around the world.

Financial Sector Reform Retraining Program – Nepal

This project provided technical assistance in the design and implementation of retraining and support to the 5,400 workers separated from several financial institutions in Nepal.

Output Based Aid (OBA) – Romania

For the World Bank, IMPAQ carried out a study of Output Based Aid (OBA) approaches in labor redeployment programs. The study was comprised of three main parts: (1) an analysis of the nature of OBA approaches in redeployment programs; (2) an analysis of the practical issues involved in design and implementation of OBA schemes in redeployment programs; (3) lessons learned.

IMPAQ INTERNATIONAL, LLC

CORPORATE OFFICER BIOS AND CONTACT INFORMATION

Ms. SHARON BENUS, CHIEF EXECUTIVE OFFICER

[P] 443.367.0298 / [E] sbenus@impaqint.com

Sharon Benus is the CEO and co-founder of IMPAQ International, LLC. Ms. Benus has over 25 years of experience in government and business. At IMPAQ, Ms. Benus has overall responsibility for the financial, administrative, and marketing activities of the company.

Prior to founding IMPAQ, Ms. Benus served in senior management and administrative positions in government and private sectors. At the University of Maryland, for example, she was involved in the administration of budgets, management of personnel, developing and coordinating affirmative action plans, and supervising staff. At the Michigan Employment Security Commission, she was involved in such activities as providing counseling, training and job placement services. Based on this experience in the government sector, she has developed a clear understanding of the requirements for working with State and Federal agencies.

Ms. Benus has also worked over 12 years in the private sector. While in the private sector, she developed substantial experience in the areas of strategic planning, marketing, organizational development, supervision, and training. Ms. Benus holds an M.A. from the University of Michigan in Personnel and Guidance and a B.A. from the University of Pennsylvania.

DR. CRAIG COELEN, PRESIDENT

[P] 443.539.9779 / [E] ccoelen@impaqint.com

Dr. Craig Coelen has over thirty years of experience in the management and development of research organizations and a record of extensive research on the financing and delivery of health care services. At IMPAQ, Dr. Coelen has overall responsibility for the corporate management, strategic planning, and new business development of the company.

Prior to joining IMPAQ, Dr. Coelen was the President of National Opinion Research Center (NORC), a not-for-profit, applied social science research organization at the University of Chicago. During his eight years as President and CEO of NORC, Dr. Coelen oversaw a period of significant growth: annual revenues grew from \$39 million to over \$100 million, regular staff increased from 175 to more than 400, and survey interviewers and field staff increased from several hundred to more than a thousand.

During the 1990's, he served as Senior Vice President at the Urban Institute and from 1985 to 1990, served as head of the government services division at Abt Associates Inc. He is also a health economist and holds a Ph.D. in Economics from Syracuse University and teaching experience at Northeastern University.

DR. JACOB BENUS, EXECUTIVE DIRECTOR FOR RESEARCH

[P] 443.367.0379 / [E] jbenus@impaqint.com

Dr. Jacob Benus is Executive Director and Vice President for Research at IMPAQ International and has over 25 years of experience in research and evaluation of domestic and international labor and social safety net projects.

Dr. Jacob Benus has completed many projects for U.S. government agencies as well as international organizations such as the World Bank, the Inter-American Development Bank, and the Asian Development Bank. He has also implemented projects in many countries, including the Czech Republic, China, South Africa, Honduras, Peru, Jordan, Turkey, Armenia, Romania, and Bosnia & Herzegovina. Many of these projects involved the design of new social safety net programs and the evaluation of their cost effectiveness.

While Dr. Benus was Project Director at Stanford Research Institute (SRI International) and Manager of the International Safety Net Group at Abt Associates, Inc., he directed many important and highly-regarded research and evaluation projects in poverty alleviation, employment and training, privatization and active labor programs. This experience enhances the quality of all projects at IMPAQ International.

Dr. Benus holds a Ph.D. and M.A. in Economics from the University of Michigan and a B.S. in Economics from the University of Maryland. He has authored numerous papers and reports and has been published in leading professional journals.

DR. MICHAEL KIRSCH, CHIEF OPERATING OFFICER

[P] 443.539.2086 / [E] mkirsch@impaqint.com

Dr. Michael P. Kirsch has twenty years of project management experience working with a wide range of clients in both the public and private sectors. His work has focused on organizational research, maximizing human capital, and training/organizational development. Dr. Kirsch has led numerous large and complex projects using both qualitative and quantitative research methods. He has designed surveys, conducted interviews, and led focus groups; facilitated strategic/business planning sessions with senior executives; supported teams engaged in business process redesign; and designed and implemented numerous, innovative workplace programs.

Dr. Kirsch's clients have included the U.S. Departments of Labor, Defense, Education, Health and Human Services, Justice, Treasury, and Transportation; the U.S. Environmental Protection Agency; the U.S. Office of Personnel Management; and the Social Security Administration. He has also supported state and local government, including the states of Maryland, Michigan, New Jersey, New York, and Pennsylvania; and Fairfax (VA) and Montgomery (MD) counties and has provided services to private organizations in the insurance, energy, financial, and property management sectors.

Dr. Kirsch earned his B.A. with Special Honors in Psychology (with a minor in Statistics) from the George Washington University and his M.A. and Ph.D. degrees from Michigan State University in Industrial/Organizational Psychology.

DR. DAVID BAKER, VICE PRESIDENT FOR HEALTH PRACTICE RESEARCH

[P] 443.539.9773 / [E] dbaker@impaqint.com

Dr. David Baker joined IMPAQ International as a Principal Research Scientist and Vice President in March 2010. Over the course of his 20-year career, Dr. Baker's work has focused on understanding the performance requirements of different jobs and developing metrics and tools to assess job requirements as well as training programs to enhance individual and team performance. He has conducted job/task analyses for law enforcement, airline pilots, air traffic controllers, and healthcare teams. The results of this work have been used to develop and validate new employee selection and training programs.

Prior to joining IMPAQ International, Dr. Baker was a Principal Research Scientist at the American Institutes for Research (AIR) where he was integrally involved with projects focused on teacher

effectiveness in instructing reading in the early grades. This work focused on developing and testing different strategies to assess teacher knowledge of student content engagement. The results of this effort were the basis of a national survey funded by the Department of Education to assess pre-service teacher curriculum alignment with and knowledge of how to teach reading in K-12 education.

Dr. Baker earned his B.A. in Psychology and Sociology from the University of Vermont, his M.A. in Industrial/Organizational Psychology from Fairleigh Dickinson University, and his Ph.D. in Industrial and Organizational Psychology from the University of South Florida.

DR. STEVEN GARASKY, VICE PRESIDENT FOR LABOR AND HUMAN SERVICES

[P] 443.539.2087 / [E] sgarasky@impaqint.com

Dr. Steven Garasky is an economist with more than 20 years of experience as a researcher and an evaluator of domestic social policies and programs. His work has included leading state and federally funded projects for which he has developed study designs and survey questionnaires; overseen data management and conducted econometric-based quantitative data analyses; written proposals, reports and manuscripts for publication; and presented results to funding agencies, government staff, and audiences at professional meetings. Throughout his career, Dr. Garasky's primary research focus has been examining and evaluating programs affecting low-income families in the areas of poverty prevention, welfare reform and child welfare, including assistance program participation, food insecurity and obesity.

Recently Dr. Garasky has served as Project Director on a number of important projects, including projects evaluating impacts on families and children of policy changes in the federal Supplemental Nutrition Assistance Program (SNAP), the Iowa Temporary Assistance to Needy Families program (TANF), and the Iowa and Federal child support enforcement programs.

Dr. Garasky joined IMPAQ in 2010. Prior to joining IMPAQ, he was on the faculty of Iowa State University (ISU) since 1992. At ISU, he served as the Director of the ISU Child Welfare Research and Training Project and Director of the ISU Center for Family Policy. Prior to joining ISU, Dr. Garasky was an Economist for the U.S. Department of Health and Human Services Office of the Assistant Secretary for Planning and Evaluation (ASPE). At ASPE, his primary responsibilities were to establish research programs to inform policy development and to collaborate with state staff to formulate experimental design-based evaluations for state welfare reform demonstrations.

Dr. Garasky earned his B.A. in Economics and Mathematics from Wittenberg University and his M.A. and Ph.D. in Economics from The Ohio State University. He has authored numerous papers and reports and has been published in leading professional journals.

DR. NORMA GAVIN, VICE PRESIDENT FOR HEALTH POLICY RESEARCH

[P] 443.539.9795 / [E] ngavin@impaqint.com

Dr. Norma I. Gavin, Vice President, Health Care Policy Research, has more than 30 years experience in policy analysis and health services research. At IMPAQ, she is responsible for business development and the management of health care research activities. Dr. Gavin's research has spanned a wide range of topics in health policy, including health care technology assessment, Medicaid managed care, and racial and ethnic disparities. Much of her research has focused on the evaluation of programs and health care services for pregnant women and children; she is an adjunct assistant professor in the Department of Maternal and Child Health at the University of North Carolina at Chapel Hill. She has led large, complex projects using both qualitative and quantitative research methods and has considerable experience in program evaluation, policy impact studies, systematic evidence reviews, and meta-analysis.

Dr. Gavin's clients have included the Centers for Medicare and Medicaid Services, the Eunice Kennedy Shriver National Institute of Child Health and Human Development, the Agency for Healthcare Research and Quality, the Centers for Disease Control and Prevention, and the Health Resources and Services Administration. She has also worked on various foundation-supported projects, interned at the Institute of Medicine, and conducted studies for large pharmaceutical firms.

Prior to joining IMPAQ, Dr. Gavin was a Senior Fellow and Senior Research Economist at RTI International. She has participated in more than 50 research projects, serving as project director and principal investigator in half of the studies, and has published two book chapters and more than 30 articles in peer-reviewed journals.

Dr. Gavin holds an undergraduate degree in International Economics from the School of Foreign Service at Georgetown University, a M.A. degree in Economics from the University of Washington, and a Ph.D. degree in Economics from Duke University.

DR. JASON SNIPES, VICE PRESIDENT FOR EDUCATION RESEARCH

[P] 202.696.1022 / [E] jsnipes@impagint.com

Dr. Jason C. Snipes, a nationally recognized expert on United States urban education policy and research, has more than 15 years of experience designing, implementing, and leading rigorous research and evaluation projects in education and social policy including a number of large scale national studies. Prior to joining IMPAQ, Dr. Snipes was Vice President at the Academy for Educational Development (AED) where he served as the Director of AED's Center for Education Research and Technology and managed a broad portfolio of research and evaluation projects with the U.S. Department of Education's Midwest, Southwest, and Southeast Regional Education Labs. He has also served as the Director of Research for the Council of the Great City Schools, where he oversaw a program of research and dissemination aimed at tracking core student achievement outcomes and arming the nation's largest urban school districts with research based strategies for addressing their core educational challenges, improving academic achievement, and reducing achievement gaps.

Dr. Snipes has played a lead role on several major Department of Education sponsored studies, including the national random assignment evaluation of Career Academies, and random assignment studies of teacher professional development strategies in reading and mathematics. Dr. Snipes was the principal investigator and lead author for the national evaluation of Project GRAD (Graduation Really Achieves Dreams). He also served co-principal investigator and lead author of *Foundations for Success*, an influential set of case studies examining the policies and practices driving improved achievement in large urban school districts. He has extensive experience in the development and application of sophisticated experimental and quasi-experimental methods for estimating the effects of education programs on student outcomes.

Dr. Snipes holds a B.A. in political science from Stanford University and a Master's Degree and Doctorate in public policy from Harvard University's John F. Kennedy School of Government.