INTEGRITY
NASWA UI Integrity Center
In Partnership with USDOL

Request for Proposal Contractor Support for Unemployment Insurance Behavioral Insights Project

Circulation Date
September 28, 2018

Bidders' Conference
October 3, 2018 – 1:00 PM ET

Proposal Submission Date
October 31, 2018 – 11:59 PM ET

Contents

Introduction

The Unemployment Insurance (UI) Integrity Center (Center) was established to develop "innovative UI program integrity strategies to reduce improper payments, prevent and detect fraud, and recover any improper payments made".[1] The efforts of the Center are managed by the National Association of State Workforce Agencies (NASWA), under a cooperative agreement with the U.S. Department of Labor (USDOL).

The Center is undertaking an initiative to coordinate and support state UI agency pilot projects that use behavioral insight-informed interventions to improve UI operational efficiency and compliance with program rules and requirements. To advance the UI Behavioral Insights Project, the Center is seeking the collaborative support and assistance of a Contractor with deep expertise in applying behavioral insights interventions to improve outcomes in government programs.

Background

Since 2010, the UI program has had an improper payment rate above or close to 10 percent.[2] From July 2016 to June 2017, the most recent year for which data is available, the national improper payment rate determined by the UI program's Benefit Accuracy Measurement (BAM) was estimated at 12.5 percent.[3] This represents an estimated $4.1 billion in improper payments nationally. Over the past eight years, USDOL's Employment and Training Administration (ETA) and state UI agencies have worked aggressively to address the root causes of overpayments. The top four causes of overpayments are:

- Work search errors (37.38%), which refer to the failure of claimants to comply with the states' laws and policies in the requirement to actively search for work, as a condition of receiving UI benefits;
- Benefit year earnings, or BYE (26.41%), which occur when claimants continue to claim UI benefits after returning to work;
- Separation issues (17.22%), which result from the failure of employers or their third-party administrators to provide timely and adequate information on the reason for a claimant's separation from employment; and
- Able and Available issues (5.54%), which occur when an individual is determined to be unable to work or unavailable for work during part or all of a week(s) for which a claim is filed.

All together, these four causes accounted for approximately eighty-six percent (86%) of all overpayments from July 2016 to June 2017.[4]

For UI agencies to effectively serve their customers – employers and claimants – they must be able to clearly communicate program expectations, rules, and requirements. For claimants, the first form of communication with the UI agency typically occurs

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[1] http://wdr.doleta.gov/directives/attach/UIPL/UIPL_28_12_Acc.pdf

[2] In 2013, the improper payment rate was 9.32 percent and included an offset for recovered payments.

[3] U.S. Department of Labor (2017). Agency Financial Report Fiscal Year 2017. Retrieved January 3, 2018, from https://www.dol.gov/sites/default/files/media_0/_Sec/2017annualreport.pdf

[4] U.S. Department of Labor (2017). Agency Financial Report Fiscal Year 2017. Retrieved January 3, 2018, from https://www.dol.gov/sites/default/files/media_0/_Sec/2017annualreport.pdf

during the initial claim process. Claimants, in their first interactions, typically seek information about whether they are eligible for UI, the duration for which they can collect benefits (if eligible), and the necessary steps to apply for and collect benefits during the period of unemployment. If any issues emerge during the life of the claim, the UI agency typically contacts the claimant again to complete additional fact-finding. In addition, some UI agencies conduct identity verification and may require some or all claimants to provide multiple forms of personal identification, answer personally identifying questions, and/or appear in person to prove their identity. UI agencies also require at least some, and in some states, all, of their claimants to participate in reemployment services, which may be delivered virtually or in-person.[5] There is an array of communication channels through which these touchpoints occur, including interactions with staff (in person, on the phone, or via virtual chat), the UI agency's web site, interactive voice response (IVR) system, mail and email (claimant determinations and other notices), text messages, and social media.

Similarly, there are several touchpoints in which employers interact with the UI program for both claimant benefit determinations and payments, and employer tax contributions and reporting. Employers receive requests for job separation information from state UI agencies for claimant benefit determinations, and they may receive additional inquiries from state UI agencies for wage information or to resolve issues during a claim. Employers are required to report their employees' wages to the UI agency and file their UI taxes. They also may be subject to audits by the UI agency to determine that their employees have been properly classified for appropriate UI tax liability, wages are properly reported, and taxes are paid when due.

On a daily basis, state UI agency staff interact with UI systems, claims, claimants, employers, reports, and appeals, among other program functions. These people, systems, and touchpoints can lead to internal security risks and improper payments, if state UI agency staff do not follow proper policies and protocols in administering the UI program.

In all, there are myriad opportunities to use behavioral insight-informed strategies – including, but not limited to, effective messaging, changes to system design, and leveraging social factors – to help UI agencies reduce unintentional improper payments and to deter those who seek to intentionally defraud the system.

Under the UI Behavioral Insights Project, the Center plans to select a group of UI agencies to pilot up to ten (10) behavioral insight-informed interventions directed at claimants, employers, and/or internal UI staff populations, to improve compliance with program rules and requirements. The Center envisions the pilot projects to be organized into five areas of focus: the top four root causes of improper payments noted above, as well as employer non-compliance with UI tax and reporting requirements, such as the failure to timely report new hires, misclassifying workers, and mistakes or unintentional errors in quarterly wage reporting.

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[5] During FY18, fifty-one (51) states and jurisdictions operate reemployment programs through the Reemployment Services and Eligibility Assessment (RESEA) program. State participation in RESEA is voluntary and provides states some flexibility around the delivery of the program, so it can look different from state to state. Additional information on RESEA can be found here: https://wdr.doleta.gov/directives/corr_doc.cfm?docn=8087.

Scope of Work

The UI Behavioral Insights Project will be delivered in two phases. **For the purposes of this RFP, prospective Contractors will bid on Phase One at this time**; however, the RFP also asks prospective Contractors to provide information on their overall approach to both Phase One and Two work, and to offer actual pricing for Phase One and example pricing for Phase Two interventions, as specified in Attachment (1) Pricing Detail.

At the conclusion of Phase One, the Center plants to negotiate a contract modification for Phase Two work with the selected Contractor, when the specific requirements, scope, and cost of each pilot project to be implemented is clearly understood.

The Center has assessed the UI Behavioral Insights Project to be moderately complex. The factors that increase its complexity include the multiple stakeholders it will involve, as well as the significant role of the stakeholders throughout the project, and the current unknowns with regard to the future pilot interventions. Contractors should assume the project Level of Effort (LOE) to be comparable to their own prior experience on other similar governmental projects.

Phase One: Consultation and Initial Design

The Center is seeking Contractor support to:

1) Provide consultation and collaborative support on state solicitation design and state selection, led by the Center; and

2) Lead exploratory research with each selected pilot UI agency and develop a Project Design Proposal for each project.

Each of these tasks are described in greater detail below the brief Phase Two summary that immediately follows.

Phase Two: Implementation and Evaluation

When Phase One concludes, a contract modification will be negotiated to direct the Contractor in the following Phase Two work:

1) Assist pilot UI agencies with the implementation of behavioral insight-informed interventions to improve program operational efficiency and compliance, recommending adjustments to interventions if and when needed;
2) Evaluate the pilot projects, and produce a Final Report for each project; and
3) Develop a Behavioral Insights Toolkit of sample resources focused on the primary integrity topics that UI agencies encounter and seek to address.

Phase One, Part I: Consultation and Collaborative Support

The selected Contractor will provide consultation and collaborative support to the Center on the following project tasks:

a) **Development of the state solicitation**
   The Center will develop an initial draft state solicitation to identify state UI agencies interested in piloting behavioral insight-informed intervention(s). The Contractor will review the draft and recommend edits and any additional

criteria that should be included in the solicitation prior to its release. The Contractor's involvement in this process will ensure that a Selection Committee, comprised of Center staff, the Contractor, and a subset of members from the Integrity Center's Steering Committee (STCO), will have the most useful and relevant information needed to inform the selection of state UI agencies. As noted earlier, the pilots will focus on interventions directed at claimant, employer, and/or internal UI staff populations. The Center envisions the pilot interventions to be organized around five areas of focus, which include the top four root causes of improper payments and employer non-compliance with UI tax and reporting requirements.

b) Selection of pilot states

The Selection Committee will review the UI agencies' responses to the solicitation and consider the merit of each. Up to ten (10) states may be selected, with up to ten (10) interventions to pilot; individual states may participate in more than one pilot experiment.

Selection criteria will seek to achieve diversity across the pilot group of states, with representation in the following areas:

- i. At least two pilot projects focused on each of the following:
    1) Work Search non-compliance;
    2) Benefit Year Earnings;
    3) Separations;
    4) Able and Available; or
    5) Area of employer non-compliance;
- ii. Focus on claimant, employer, and/or internal UI staff populations;
- iii. Regional diversity;[6]
- iv. Diversity in the size of states;[7]
- v. Differing levels of IT system modernization (some modernized, some using older systems);
- vi. UI agencies' Improper Payment (IP) error rates (some with high error rates, some with lower rates); and
- vii. Capability to sustain an intervention, even after the projects have formally ended, in the absence of ongoing Contractor and external financial support.

Once the pilot UI agencies have been selected, the Contractor will work with the Center and the agencies to establish any needed Memoranda of Understanding (MOUs), information-sharing agreements, and/or Non-Disclosure

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[6] A map of the USDOL regions is viewable at https://www.doleta.gov/regions/.
[7] USDOL's classification of UI programs by state size can be found in UIPL 13-14, Attachment B: https://wdr.doleta.gov/directives/attach/UIPL/UIPL_13-14_Attachment_B_Acc.pdf.

Agreements (NDAs). The Center will be responsible for executing the agreements.

Phase One, Part II: Exploratory Research and Initial Pilot Project Design

The Contractor will commence the following steps with each pilot UI agency:

a) Conduct exploratory research, to understand the problem the pilot UI agency wants to affect and identify the behaviors within the targeted population of interest.
b) Utilize the research from these inquiries to develop hypotheses rooted in behavioral insights that could possibly explain the behaviors driving UI program non-compliance. This step will help develop testable working theories, with consideration to the individual, environmental/design, and social factors influencing the behavior.
c) Work with each pilot UI agency to propose an intervention design to improve program compliance and operational efficiency. The interventions should:
   i.   Use randomized control trials, if practicable;
   ii. Be designed in a way that makes them applicable and adaptable to other UI agencies;
   iii. Involve a low to moderate level of effort to implement; very complex or resource-intensive interventions may not be considered at this stage, as they may not be easily adaptable to other UI agencies with constrained resources.
        1. Examples of a "low" level intervention include (but are not limited to): adjustments to existing language in a UI form, letter, or web site; text messaging strategies; postcard reminders; etc.
        2. Examples of a "moderate" level intervention include (but are not limited to): implementing new documents, forms, or processes; staff-based interventions or training; choice architecture strategies; business rule-informed interventions (for instance, focused on specific messaging for different occupational groups); etc.
   iv. Include a clear evaluation plan to measure the success of the intervention(s);[8]
   v.   Envisage resources that will be included in the Behavioral Insights Toolkit, which the Contractor will produce at the end of Phase 2.

Following this initial exploratory and design engagement with the pilot UI agencies, the Contractor shall produce a comprehensive Project Design Proposal for each pilot that:

1) Summarizes the key findings of the exploratory research;
2) Describes the behavioral hypotheses, with relevant supporting evidence;
3) Proposes intervention design(s) to address the problem behavior;
4) Outlines evaluation plans;

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[8] At the Contractor's discretion, this process may be iterative, and include early-phase evaluations to assess the interventions' success and determine whether to implement tweaks to any pilot's design, rather than evaluating the pilots only at the conclusion.

5) Identifies anticipated toolkit resources; and
6) Presents an implementation plan outlining a timeline for the pilot project, Contractor staff hours to provide assistance and support through the duration of the project, and cost proposal.

Based upon the results of this phase, the Center will work with the Contractor, and based on funding availability, exercise options to implement as many interventions as possible. Each pilot UI agency shall have the right to review and request changes to the Project Design Proposal(s), which will be used to negotiate and memorialize the Contract Modification for Phase Two project work.

Phase Two: Implementation and Evaluation

Although prospective Contractors are not being asked to bid on Phase Two as part of this RFP, they are being asked to include information that will help the Center understand prospective Contractors' project approach and pricing range in that future phase. It is the Center's intention to extend the contract of the selected vendor to complete Phase Two of the project.

Phase Two, Part I: Assist Pilot UI Agencies with Implementing Interventions

The Contractor shall provide assistance to the states by collaborating with the Center to answer any questions or concerns the pilot UI agencies may have as they implement the interventions. This may involve providing on-site assistance, and/or designing adjustments to the interventions, if needed. The further scope of this assistance and any potential further requirements will be described in the Pilot Options Contract Modification.

Phase Two, Part II: Pilot Project Evaluation

The Center will oversee and the Contractor will manage and execute the evaluation of the pilots, working with the pilot UI agencies. Each pilot project's evaluation will incorporate a mixed-methods evaluation approach, consisting of an implementation and outcomes/impact study. The implementation study component should document the process each state went through to implement the interventions, including challenges and lessons learned. To develop the outcomes/impact study component, the Contractor will work with the pilot UI agencies to perform data collection and analysis of how the behavioral interventions affected key UI integrity outcome measures. The outcomes evaluation should use the most rigorous evaluation methods feasible for each pilot state (randomized control trials and quasi-experimental methods). The completed evaluations will culminate in a final evaluation report of each pilot.

Phase Two, Part III: Behavioral Insights Toolkit

The Contractor will develop a comprehensive toolkit of sample resources focused on the primary causes of program non-compliance that UI agencies encounter and seek to address. The sample resources might include draft letters, website language, language used in agency requests for information, call center scripts, emails, text messages, customized messaging based on risk profiles, among other tools that have proven to be effective in improving program compliance during the state pilot projects. The Toolkit also will lay out a step-by-step process to assist other interested UI agencies with implementing these interventions on their own or with support from the Center.

The Center envisions the Toolkit to be organized around the root causes of overpayments and recoveries for claimants, and common issues encountered in ensuring employer compliance with UI tax laws. The Toolkit will be designed in a manner that accounts for UI agencies' varying levels of IT system modernization status, so most, if not all, UI agencies will be able to adopt at least some of the strategies.

Place of Performance

Work for this project will be done primarily off-site. Most meetings and activities will be managed through conference calls and webinars.

Travel

Travel for the selected Contractor will occur at the Contractor's expense to enable them to meet with Center project staff and UI agency staff, as needed. Anticipated in-person meetings may include: a project kick-off meeting and planning and implementation meetings with pilot UI agencies. Some meetings may be held at the NASWA office in Washington, D.C., while others may be held in various U.S. locations that are more convenient to the selected pilot UI agencies. Most meetings are expected to last 1-2 days. Other off-site follow-up meetings may be required as needed.

Project Communications

Throughout the life of the project, the Contractor and Center staff will meet weekly via teleconference, so that the Contractor project team can present status updates, discuss any questions or emergent issues, and plan, as needed. The Contractor also will submit to the Center Project Manager a written monthly report on or by the fourth of each month, detailing meeting dates and topics, completed work, planned work, project risks and challenges, success stories, and best practices.

These more structured communications will be supplemented by phone calls, emails, online chat, and/or ad hoc meetings, whenever needed.

Publications

The Center understands that Contractors may have interest in publishing reports and other specific information on their behavioral insights work on the UI Behavioral Insights Project. The Center is open to the possibility of such publications to the extent practicable and with written permission from the affected pilot UI agencies and approval by the Center.

Intended Project Timeline

The timeline for Phase One of the UI Behavioral Insights Project should be regarded as urgent. Prospective Contractors should be aware that the Center intends to condense some task timeframes, if it is possible to do so without impacting project quality, in order to begin implementation of pilot interventions as soon as possible.

Phase One: Consultation and Initial Design

Task	Timeline
▪ Issue solicitation for pilot UI agencies	December 20, 2018
▪ Select pilot UI agencies	February 28, 2019
▪ Establish agreements (MOUs, NDAs, etc.)	March 2019
▪ Pilots begin: Initiate engagement with states	April 1, 2019
▪ Exploratory Research Phase concludes	July 1, 2019
▪ Diagnose phase concludes	July 1, 2019
▪ Design phase concludes / submit project design proposals	August 2, 2019

Phase Two: Implementation and Evaluation

The Center recognizes that there may be some variability in the length of implementation cycles among the pilots and is prepared to permit some flexibility. The Center and selected Contractor will determine the appropriate timeline for each of the pilots, with input from the pilot UI agencies, and will incorporate the Phase Two timeline into the Pilot Options Contract Modification.

Payment Schedule

The final project deliverables, deliverables acceptance criteria, and payment schedule will be included in the contract during the contract development process with the selected vendor.

Project Requirements – Firm Fixed-Price

The Contractor shall provide qualified resources with demonstrated expertise in behavioral insights, to assist the Center's project team in developing, supporting, and executing the UI agencies' pilot projects. The selected Contractor must have experience with implementing behavioral insight-informed interventions with government programs; previous experience with UI preferred. The assigned Contractor's staff resources must be personable, professional, collaborative, and diplomatic in demeanor, as a large percentage of the Contractor's work will involve interacting with NASWA's members (UI agencies). Contractor staff may be exposed to sensitive or confidential UI data and may be required to sign non-disclosure agreements with the pilot UI agencies. The Contractor's support for Phase One of this project shall include the following:

1) Collaborating in the development of a solicitation and the selection of pilot UI agencies;

2) Coordinating and facilitating research and information-gathering sessions;

3) Interviewing UI agency staff and other stakeholders;

4) Developing working theories regarding the behavioral insights factors (individual, design, social) contributing to each pilot UI agency's issue(s), and developing behavioral insight-informed interventions to address the issues;

5) Developing evaluation metrics to be included in all pilot projects before they begin; and

6) Developing Project Design Proposals for each of the pilots.

Basis for Award of Contract

The Center project team will evaluate all proposals using the following criteria and issue an award to the Contractor(s) that represent(s) the best value and best fit for the Center.

While the Center anticipates extending the award to a single Contractor for the UI Behavioral Insights Project, the Center reserves the right to award multiple vendors for parts of the project.

Criteria	Weight
Corporate Experience/Expertise	35 points
Technical/Management Approach	30 points
Key Personnel	20 points
Pricing	15 points
Minority and Women-Owned Businesses	Up to 5 bonus points

Proposal Structure

The following table details the required response outline and specifies the content of the response sections.

Required Response Outline		
Section Number	**Section Title**	**Section Content**
1	Executive Summary (Max 3 pages)	Summarize your proposal.
2	Project Proposal [Max 30 pages, not including any MOU examples, requested in (4)(a)]	Describe your company's/organization's proposed approach and project management process, including the following: **1) Company Overview** Provide a brief description of your company or organization; services provided; business size (in terms of revenue and number of employees and current clients/customers); and length of time in business working on behavioral insights projects overall. Please indicate the extent of your organization's

experience in behavioral insights projects in the public sector and highlight any prior experience with projects with any state or federal UI program.

2) Project Management Approach

Please provide information on your project management approach by addressing the points listed below.

a) Please describe your organization's approach to the development and execution of behavioral insights projects, including your intentions for executing Phase One and Phase Two project components.

b) Explain how your organization would manage its role with respect to the Center, including communications with the Center and project responsibilities.

c) Explain how your organization would manage the approach to interacting with the state UI agencies or stakeholders.

d) How will you organize and manage the approach to the design and implementation of the pilot project evaluations?

e) How will you ensure availability of key staff, including in Phase Two?

f) Do you propose to use any sub-contractors for this project, including Phase Two? If so, please identify them and provide details on their expertise, as well as your past experience with them.

3) Program Knowledge

Provide 1-3 hypotheses for:

a) Why claimants might fail to comply with work search requirements; and

| | | b) Why employers might fail to comply with agency separations requests, report their employees' wages, or file their taxes timely and accurately.

4) Experience and Approach to Managing Sensitive Information
Through the UI Behavioral Insights Project, the selected Contractor may be exposed to, at a minimum, sensitive and possibly confidential UI program information. Depending on the exposures and the intervention design, the pilot projects may require the Contractor to sign non-disclosure agreements (NDAs), along with Memoranda of Understanding (MOUs) and/or information-sharing agreements.

a) Please describe any experience your organization has in managing sensitive or confidential information for a prior project involving behavioral insight-informed interventions. Please also provide examples of MOUs, if available.

b) Please explain the process your organization has used or would use to manage sensitive or confidential information, including your proposed process to allow you to access and share data in a secure environment to perform the necessary statistical analysis for the evaluation(s).

5) Publications

Please indicate whether your organization would intend to seek publication in any academic journals or other media with respect to work on the UI Behavioral Insights Project. If so, please explain how you would protect confidential and/or sensitive information. |
| 3 | Previous project experience and references | Include three (3) project summary citations that outline your organization's experience in providing strategic and/or technical support for |

		projects of similar content, size, and scope to the UI Behavioral Insights Project. For each project summary citation, please include the following: brief project summary, project size/scope, project budget, project outcomes, agency/organization, agency/organization point of contact, agency/organization phone number, and e-mail address. Cited organizations may be contacted as references for the purposes of this RFP. *Please limit response to three (3) pages for each of the three citations.*
4	Key Personnel Resumes	Please provide resumes or curriculum vitae (no more than five pages each) for key personnel to be assigned to the project. Resumes/CVs should include: name, position within your organization, proposed project role, proposed percentage of time allocated to the UI Behavioral Insights Project, education, related work experience, and any other details deemed relevant.
5	Cost Estimates	Complete Attachment (1) Pricing Detail.
6	Additional Information	Confidentiality requirements and other information the contractor deems appropriate.
7	Minority and Women-Owned Businesses (MWBEs)	If your organization is a MWBE, or is partnering with a MWBE, please include documentation certifying your/their status as such to receive up to five (5) bonus points.

Bidders' Conference and RFP Timeline

The Center will hold a Bidders' Conference on October 3, 2018, at 1:00 PM Eastern Time. The Bidders' Conference is designed to afford the opportunity for interested Contractors to attend a presentation on the overall project, ask questions, and provide any comments. Questions submitted in advance via email will be answered during the conference call; additional questions not submitted in advance may be posed during the conference call. Webinar registration, a PDF copy of this RFP, and RFP questions and answers will be posted at ***http://www.itsc.org/Pages/behavioral_insights.aspx***.

Questions may be submitted electronically to: Sara Hall Phillips, Behavioral Insights Project Manager, shallphillips@naswa.org.

The RFP timeline is shown below:

Project Activity	Timeline
▪ Behavioral Insights Bidders' Conference	October 3, 2018
▪ Final Clarification Questions	October 9, 2018
▪ Questions and Responses Posted	October 15, 2018
▪ Proposals Due	October 31, 2018
▪ Applicant Presentations**	November 13 – 16, 2018
▪ Best and Final Offer Pricing (optional)	November 20, 2018
▪ Award (anticipated)	November 30, 2018

**Applicant presentations will be conducted with selected Contractors determined to be within the competitive range for awards. Contractor presentations may be conducted on-site at NASWA in Washington, D.C. Travel and associated costs are the responsibility of the applicant.

The Center reserves the right to invite Contractors to participate in detailed discussions, clarifications to responses, and presentations/demonstrations after the proposal due date.

Proposal Description and Process

Participation in this RFP process is voluntary. All costs incurred in responding to or participating in this RFP will be the responsibility of the Contractors (or other third-party organizations participating in the RFP), and not of the Center.

Confidentiality

Any document submitted in response to this RFP containing confidential information must include a "Confidential" watermark on the appropriate pages. The confidential information must be clearly identifiable to the reader as confidential. All other information will not be treated as confidential. Note: All confidential information is for the Center's use in evaluating proposals in response to this RFP.

Instruction and Response Guidelines

Responses to this RFP shall adhere to the page limits specified in the Proposal Structure section above, must be in narrative form, and must provide details on Contractor capabilities. Responses must be viewable with Microsoft Word or Adobe Acrobat and

printable on 8.5" x 11" paper, must use 12-point font, the margins of each page should be at least ½ inch, and each page should contain a page number in the footer.

All responses must be submitted electronically to: shallphillips@naswa.org. Responses must be received electronically by 11:59 PM Eastern Time on October 31, 2018. The Center's responses will be sent to the email address of the sender, along with any additional company/organization email addresses included in the submittal.

Telephone calls regarding this RFP will not be accepted. Questions may be submitted by email up to 11:59 PM Eastern Time, October 9, 2018. As noted previously, the Center will post questions and answers to the RFP website.

ATTACHMENT 1: PHASE ONE PRICING DETAIL

Note: Any contract awarded for the UI Behavioral Insights Project will be funded with federal dollars passed through from the U.S. Department of Labor, and must conform to OMB's Uniform Guidance, 2CFR 200.

Firm Fixed-Price

Please provide the following:

1) Itemized breakdown of all direct and indirect costs and any additional fees (if any) associated with Phase One of the project (please add rows if needed):

Direct Costs	
Description	**Cost**
Indirect Costs	
Description	**Cost**
Additional Fees (if any)	
Description	**Cost**

2) Staff Support

   a) Please provide information on the following for the execution of <u>Phase One</u>:
- FTE's by category needed for the project
- Hourly rate and the total hours

As indicated earlier, Contractors should assume the Level of Effort (LOE) to be comparable to their own prior experience on other similar government projects that included multiple stakeholders and significant stakeholder involvement.

Phase One

Labor Category (Position Title)	Education & Experience	Loaded Labor Rate	Total Hours	Total (Labor Rate x Total Hours)

   b) Please check yes or no to indicate whether you anticipate requiring additional staff to support the execution of the <u>Phase Two</u> (pilot implementation) effort, to the extent that you can determine this, based upon the information within this RFP.

<div align="center">Yes _____   No _____</div>

3) Phase Two Options Cost Projections

As noted earlier in this RFP, the Center intends the pilot interventions to require a low[9] to moderate[10] level of effort to implement; very complex or resource-intensive interventions may not be considered at this stage, as they may not be easily adaptable to other UI agencies with constrained resources.

a) Please describe one example of a single low-level intervention that might be appropriate for the UI Behavioral Insights Project.

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b) Please describe one example of a single moderate-level intervention that might be appropriate for this project.

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[9] Examples of a "low" level intervention include (but are not limited to): adjustments to existing language in a form, letter, or web site; text messaging strategies; postcard reminders; etc.

[10] Examples of a "moderate" level intervention include (but are not limited to): implementing new documents, forms, or processes; staff-based interventions or training; choice architecture strategies; business rule-informed interventions (for instance, focused on specific messaging for different occupational groups); etc.

c) With reference to the two interventions you just described in (3)(a) and (3)(b) above, please estimate the cost and the amount of time needed to implement each intervention and enter that information into the table below. Your cost estimate should include all anticipated costs for which you would actually submit charges, including staff hours, evaluations, reports and deliverable costs, and any other fees or components applied by your organization.

	Approximate Cost Range	Approximate Time to Implement
Implementation of Single Low-Level Intervention		
Implementation of Single Moderate-Level Intervention		

d) Please explain or attach details on your organization's pricing structure for behavioral insights interventions. Optionally, you may also include information on the variability in the projected cost range, caveats, and/or variances in the definition or designation of "low" and "moderate" interventions.

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4) Cost Proposal Summary

Please summarize the total costs of each part of the project here:

Deliverable	Price
Phase One, Part I: Consultation and Collaborative Support	
Phase One, Part II: Exploratory Research and Initial Pilot Project Design	
Phase Two Example Cost: One Low-Level Intervention	
Phase Two Example Cost: One Moderate-Level Intervention	
TOTAL	