

H.R. 1 Implementation Technical Assistance

Not-for-profit delivery beyond the RFP
501(c)(3), think tanks + academic centers

Solutions Assistance • Technology Development • Procurement Support
Ecosystem Support • Talent + Capacity Building • Policy
Impact Measurement • Federal Engagement • Human-Centered Design

Our Approach

We partner and deliver directly with states, while coordinating across state and organizational lines, in service of prioritizing high-need Americans facing lockout from health and SNAP benefits.

Who We Are

11 organizations formed out of the [Digital Benefits Leadership Council](#)



Types of Support We Offer

HR1 Implementation Support Offering	Organizations
State TA on Medicaid Work Requirements	
Root cause analysis, process improvement, and technical capacity	<i>Code for America, Public Policy Lab, Civilla, Tech Talent Project, Better Government Lab, U.S. Digital Response</i>
Staff Capacity and Training	<i>U.S. Digital Response, Tech Talent Project, Civilla, Public Policy Lab</i>
Tech Market Information + Vendor Connections	<i>Aspen FSP, Center for Civic Futures</i>
Policy Guidance, Interpretation, and Implementation	<i>Center on Budget and Policy Priorities, Public Policy Lab</i>
Procurement and Vendor Management Support	<i>U.S. Digital Response, Aspen Institute FSP, Tech Talent Project</i>
State TA on SNAP Error Rates	
Root cause analysis, process improvement, and technical capacity	<i>U.S. Digital Response, Civilla, Public Policy Lab, Code for America, Better Government Lab</i>
Staff Capacity and Training	<i>U.S. Digital Response, Civilla, Public Policy Lab</i>
Tech Market Information + Vendor Connections	<i>Aspen FSP, Center for Civic Futures</i>
Policy Guidance, Interpretation, and Implementation	<i>Center on Budget and Policy Priorities, New Practice Lab, Public Policy Lab</i>
Procurement and Vendor Management Support	<i>U.S. Digital Response, Aspen Institute FSP</i>
HR1 Networks and Partnership for Solutions + Research	
Ecosystem Coordination + Solutions Matchmaking	<i>Aspen FSP, Beeck Center, Center for Civic Futures</i>
Talent, Capacity Building + Training	<i>Beeck Center, Civilla, Tech Talent Project, U.S. Digital Response, Public Policy Lab</i>
Policy	<i>Center on Budget, New Practice Lab</i>
Research, Data Analytics + Impact Measurement	<i>Aspen FSP, Beeck Center, Better Government Lab, Center on Budget, Civilla, Public Policy Lab</i>
Federal Engagement + Guidance	<i>Aspen FSP, Center on Budget and Policy Priorities</i>

Organization Directory

Organization	We Can Help With
Aspen Financial Security Program (Aspen FSP)	- Briefing and matchmaking on new tech tools for HR1 implementation, including income/work verification - Facilitating pilots between states, technical providers, and philanthropic funders - Convening state leaders on possible multistate solutions - Sharing information on HR1 solutions being implemented by other states and technical assistance providers Contact: Tim Shaw, tim.shaw@aspeninstitute.org
Beeck Center for Social Impact + Innovation	- Facilitating connections and support for state, nonprofit, and philanthropic leaders via the Digital Benefits Network's dedicated communities of practice and working groups. - Centralizing knowledge, resources, and research on the Digital Government Hub, including the H.R. Implementation Library. - Strategic consulting and conducting practical research on key topics: digital identity; state integrated eligibility + enrollment systems; data interoperability; impacts on inter-generational households; digital service teams. Contact: Ariel Kennan, ariel.kennan@georgetown.edu
Better Government Lab	- Analysis of SNAP error rate data to understand what groups and policies are driving error rates and provide state-specific technical assistance on how to reduce error rates while limiting participation losses. - Projections and data analysis on how Medicaid coverage, utilization, and costs will change in response to HR1. Contact: Jeremy Barofsky, jeremy.barofsky@georgetown.edu
Center on Budget and Policy Priorities	- Advising on policy flexibilities and implementation strategies, including effective use of data sources - Supporting implementation of policy changes and other strategies - Working with states and other partners to influence federal guidance Contact: Alicia Huguelet, ahuguelet@cbpp.org
Center for Civic Futures	- Funding AI tools for HR1 response (August open call) - Educating tech vendors on what solutions states need - Running and sharing results of AI pilot sprints - Facilitating peer learning on HR1 across states Contact: Cass Madison, cmadison@centerforcivicfutures.org

Organization	We Can Help With
Civilla	• HR1 Medicaid work reqs: Partnering with states to design the user experience of new Medicaid work requirements. ◦ Focus areas include: applications, renewals, notices, web content, text messages, and online flows for exemptions and reporting. ◦ Developing reusable, shovel-ready templates and tools for states to implement proven user-centered solutions. • SNAP PER: Partnering with states to simplify policy for frontline workers so that they can deliver benefits more accurately and efficiently. ◦ Rewriting policy manuals in plain language to make guidance clear and actionable. ◦ Designing accessible, modern staff training aligned with real-world workflows. ◦ Building knowledge management systems (KMS) that serve as a single source of truth for policy, process, and guidance. Contact: Lena Selzer, lena@civilla.org
Code for America	• In-depth, multi-month partnerships to support HR 1 implementation: ◦ Reducing SNAP PER ◦ Implementing SNAP & Medicaid WR ◦ Improving income verification ◦ Improving caseworker efficiency using AI and other tools ◦ Reducing administrative burden and improving client communications ◦ Producing best practice documentations and resources like model user journeys and insights on SNAP and Medicaid HR1 implementation • Rapid response technical assistance: ◦ Peer learning opportunities on HR1 across states ◦ “Office hours” to rapidly get input in on PER, work requirements, etc. Contact: Juliette Cho, jcho@codeforamerica.org; Aurelle Amram, aamram@codeforamerica.org
New Practice Lab	• Establishing measurement needs + criteria + baselines • Providing direct assistance to states in delivering services, including deep listening work with low-income families with kids Contact: Amira Boland, boland@newamerica.org
Public Policy Lab	• Conducting human-centered research and design to develop new tools, materials, and services in response to HR1 requirements, with a focus on: ◦ SNAP ◦ Medicaid and state insurance programs for low-income people not eligible for Medicaid • Implementing pilots of new policy and service solutions • Redesigning program touchpoints, including communication materials (such as notices and outreach materials) to be both compliant and in plain language

Organization	We Can Help With
Tech Talent Project	<i>Contact: Chelsea Mauldin, cmauldin@publicpolicylab.org</i> Seven-week discovery sprints demonstrate what skilled tech teams can achieve in Medicaid eligibility and enrollment systems, improving ex parte renewals and reducing procedural denials to prevent eligible families from losing coverage. Tech Talent uses HR1 sprint success to build stakeholder buy-in for permanent tech hiring, craft roles based on what worked, places qualified candidates from our pool of 10,000+ technologists, and trains new hires through a 5-week government preparation program. NAMD Fellowship: First tech fellowship bringing implementation expertise to Medicaid directors across 56 states/territories. Expandable model: Medicaid-focused (MDII), expandable to SNAP with funding. This permanent capacity building creates the foundation for states to leverage all coalition support effectively. Contact: Jennifer Anastasoff, CEO, jennifer@techtalentproject.org
U.S. Digital Response	• State SNAP error rate discovery sprints, with learnings shared across states • Medicaid procurement, vendor management and tech tool evaluation assistance • Medicaid and SNAP qualitative and quantitative research, technical advising, and implementation guidance <i>Contact: Maria Reyes-Gaskin, mreyesgaskin@usdigitalresponse.org</i>