



Contract Holder  
47QRAA19D005H  
General Service Administration  
Federal Supply Service  
Authorized Federal Supply Schedule Catalog / Price List

Professional Services Schedule (PSS)

FSC Group:00CORP

On-line access to contract ordering information, terms and conditions, up-to-date-pricing, and the option to create an electronic delivery order are available through GSA Advantage! A menu-driven database system. The internet address for GSA Advantage! is: <http://www.gsaadvantage.gov>.

**Contract Number: 47QRAA19D005H**  
**Contract Period 5 March 2019 through 4 March 2024**

**CONTRACTOR:** JMark Services Inc.  
8415 Explorer Dr, Ste 110  
Colorado Springs, CO 80920  
Phone: (719) 368-8497 Fax: (719) 598-9618  
Email: [bd@jmarkservices.com](mailto:bd@jmarkservices.com)  
Website: [www.jmarkservices.com](http://www.jmarkservices.com)

**CONTRACTOR ADMIN:** Bob Reehoorn  
8415 Explorer Dr. Ste 110  
Colorado Springs, CO 80920  
Phone: (719) 368-8489  
Email: [bob.reehoorn@jmarkservices.com](mailto:bob.reehoorn@jmarkservices.com)

**BUSINESS SIZE:** Small Disadvantaged Business, Native American Owned Small Business, Minority Owned, Woman Owned Small Business (WOSB), Economically Disadvantaged Woman Owned Small Business (EDWOSB), SBA Certified 8(a)

**1a. Awarded Special Item Numbers:**

**Professional Services**

SIN 874-1: Integrated Consulting Services

SIN 874-4: Training Services; Instructor Led Training and Education, Web Based Training and Education

**1b. Please see Appendix A**

**1c. Labor Categories Descriptions: Please see Appendix B**

**2. Maximum Order Threshold:** \$1,000,000 per SIN

**3. Minimum Order:** \$100

**4. Geographic Coverage:** Worldwide

**5. Points of Production:** Colorado Springs, CO and worldwide

**6. Discount from List Price:** 0%

**7. Quantity discounts:** 0%

**8. Prompt Payments Terms:** No special discount is offered for prompt payment. Payment terms are net 30 days.

**9a. Acceptance of Government Credit Cards:** Govt purchase/Credit Cards are or are not accepted at or below the micro-purchase threshold

Response: Will accept.

**9b. Acceptance of Government Credit Cards:** Notification that Govt purchase/Credit Cards are or are not accepted at or above the micro-purchase threshold

Response: Will accept.

**10. Foreign Items:** None

**11a. Time of Delivery:** As specified by Task Order

**11b. Expedited Delivery:** As specified by Task Order

**11c. Overnight and 2-day delivery:** Specified in each Task Order

**12. F.O.B. Point(s): Destination.**

**13a. Ordering Address:**

JMark Services Inc.

Attention: Contracts\*

8415 Explorer Dr. Ste 110

Colorado Springs, CO 80920

719-368-8494 phone

719/598-9618 facsimile

BD@jmarkservices.com

\* Please mail to the attention of the Contract Administrator identified in the task order proposal.

**13b. Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3. The ordering procedures for supplies and services, information on BPAs, and a sample BPA can be found at the GSA Schedule homepage at <http://www.gsa.gov/schedules>.

**14. Payment Address is as Follows:**

**Payment via Wire Transfer Payment via Check/U.S. Mail**

Financial Institution:

Bank of Oklahoma Financial

JMark Services Inc.

9-Digit ABA routing number: see invoice

1600 West Mineral Ave.

Littleton, CO 80120

Telegraphic abbreviation: BOK Financial

Account number: see invoice

**15. Warranty Provision:** Not applicable.

**16. Export Packing Charges:** Not applicable.

**17. Terms and Conditions of Government Purchase Card Acceptance:** Government Commercial Credit

Cards will be acceptable for payments on a case by case basis. Bank account information for wire transfer payments will be shown on the invoices.

**18. Terms and Conditions of Rental, Maintenance, and Repair:** Not applicable.

**19. Terms and Conditions of Installation:** Not applicable.

**20. Terms and Conditions of Repair Parts Indicating Date of Parts Price List and Any Discounts from**

**List Prices:** Not applicable.

**20a. Terms and Conditions for Any Other Services:** Not applicable.

**21. List of Service and Distribution Points:** Not applicable.

**22. List of Participating Dealers:** Not applicable.

**23. Preventive Maintenance:** Not applicable.

**24a. Special Attributes:** Not applicable.

**24b. Section 508:** If applicable, Section 508 compliance information on Electronic and Information Technology (EIT) supplies and services will be addressed on a task order basis. The EIT standards can be found at [www.Section508.gov](http://www.Section508.gov).

**25. Data Universal Numbering System (DUNS) Number:** 861141653

**26. Notification regarding registration in The System for Award Management:** JMark Services Inc is registered in SAM.

## **The JMark Advantage**

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### **JMark Overview**

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JMark Services Inc. is a Native American, woman-owned small business that delivers innovative and creative solutions to U.S. intelligence, defense, homeland security, and cybersecurity communities and their international partners through cutting-edge education, training, security, research, and analysis programs. We fuse higher-order cognitive skills and advanced information technologies to transform individual, organizational, and mission capabilities.

JMark is a certified participant in the U.S. Small Business Administration's 8(a) business development program. With its offices in Colorado Springs, JMark boasts senior leadership with extensive experience and contacts in the intelligence, homeland security, defense, and educational communities. An experienced prime contractor, JMark also offers teaming opportunities with other businesses and organizations that would leverage even greater, collective capability to support those communities and other customers.

## **JMark Capabilities**

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The JMark response to the wide range of requirements from its customers is centered on a number of innovative, dynamic processes that our company brings to any project:

- Providing expert consultation for the design, development, management, delivery, and assessment of a full spectrum of education, training, and research programs in government, commercial, or academic settings.
- Offering tailored education and training at all levels through innovative delivery approaches that support, educate and train students in a continuous, controlled, and cost-effective manner.
- Actively supporting international, federal, and state intelligence and security requirements and activities.
- Providing consultation support through analysis, research, review, and evaluation of complex defense-wide policy issues, strategies, and plans.
- Delivering a full range of information services that include information engineering, information systems management, program design and analysis, testing, and systems administration.
- Planning, designing, and standing up centers of excellence to achieve key organizational initiatives and missions.
- Integrating and leveraging resources from government, academic, and private sector partners.

## **Innovative Military Education and Training**

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JMark develops and conducts advanced professional education and training courses that feature highly interactive, multimedia instruction in plenary and small group settings, rigorous study and reading programs, challenging and realistic practical exercises, and teaching/mentoring teams solely comprised of senior leaders and educators. Our training environments range from residential settings to dynamic online learning experiences that include virtual courses, simulations, and game-based challenges.

JMark has offered advanced intelligence and security courses to thousands of U.S. military and other government professionals from operational, planning, and intelligence communities – including uniformed military and civilian, officer and non-commissioned officers – from Air Force, Army, Marine, and Joint organizations, including unified combatant commands. JMark instructors and course managers have delivered more than 50 classes in advanced intelligence analysis alone to more than 1,500 Air Force, Army, and Marine Corps students during the past five years. JMark teaching teams have also developed and delivered intelligence training for international partners, including the Canadian Armed Forces, the Australian Defence Force, and the Royal Saudi Air Force.

## ***Information Environment Advanced Analysis Program***

JMark has developed and currently teaches and administers an Information Environment Advanced Analysis (IEAA) course program sponsored by the Office of the Under Secretary of Defense for Intelligence (OUSDI). The JMark team delivers the course at multiple sites throughout the U.S. and overseas to customers that include Joint and service-specific organizations as well as the Australian Defence Force. Our IEAA courses equip students working in joint operating settings with concepts, techniques and constructs that will enable them to anticipate, sustain and seize the initiative in the information environment. As a result, course graduates from the operational and intelligence communities will be able to characterize, forecast, target, wargame and assess the information environment in support of a joint force commander's decision-making process.



## ***International Air Intelligence Training***

JMark has designed and delivers air intelligence training courses for the Royal Saudi Air Force (RSAF) under a security assistance program directed by the U.S. Air Force's Air Education and Training Command. The courses are taught to RSAF intelligence officers and non-commissioned officers, and cover a full spectrum of intelligence-related subjects and skills. A JMark course development/instruction team is in place at Goodfellow Air Force Base, Texas, where much of the training is provided. JMark also deploys teaching teams to Saudi Arabia to conduct capstone practical exercises for RSAF students.

JMark has developed and conducted tailored air intelligence training courses to various international partners under the auspices of the U.S. Foreign Military Sales program for the Air Force Security Assistance Training Squadron. Those foreign partners include Singapore, Pakistan, Netherlands, Finland, Poland, South Korea, Saudi Arabia, and Iraq. JMark teaching teams delivered these courses at Goodfellow AFB, TX; at JMark's own training center in Colorado Springs, CO; and at foreign partner facilities overseas.

## ***OCTANE – Online Critical Thinking and Analysis Environment***

JMark is currently developing a cutting-edge online learning experience for Air Force intelligence professionals through our creation of a dynamic web portal that will provide one-stop access to training courses, games, simulations, and mentor networks for 12,000 AF intelligence practitioners. This web/distance learning portal, called OCTANE or Online Critical Thinking and Analysis Environment, offers a highly interactive learning environment across the entire AF intelligence enterprise. OCTANE will be available 24/7 through laptops, iPads, and smart devices.

## ***Air Force Intelligence Training***

JMark provides highly qualified instructors for the Intelligence Officer Course and the Fusion Analyst Course at Goodfellow AFB for the 315<sup>th</sup> and 316<sup>th</sup> Training Squadrons, respectively.

## **A Place to Learn**

At the foot of Pikes Peak, JMark's International Center for Security and Leadership offers a customer focused, advanced learning center. Its ambition is to fuse a deep understanding of the contemporary security and information environment with active learning, research, publications, networking, and advanced analysis. This new facility in Colorado Springs also provides ideal learning and meeting venues with a large conference room and several seminar rooms all supported by a full suite of presentation technologies. The Center offers a multi-dimensional way to engage people and their ideas to gain greater shared understanding to and find solutions within the context of a global perspective.

## **A Place to Connect**

- Active learning ranges from structure presentations and guided discussions to small group discovery and individual creativity. The Center's learning process serves to enhance personal effectiveness and organizational collaboration.
- Relevant research projects include areas such as data visualization and integrated analytics for quantum age learning, or operational designs to address strategic problems. Ongoing activities draw from professional practices, emerging research and academic concepts.
- Publications and networking include book, papers, journal and blog contributions in security studies, leadership development, and advanced learning. It further includes interdisciplinary presentations addressing various public and private sector communities, institutions and think tanks.
- Advanced analysis brings together established techniques and cutting-edge concepts with structured analytics to interact with multi-domain operations and combined effects strategies. The integration of old and new generates methods for managing uncertainty and gaining the initiative.

## **A Place to Lead**

- The education programs provide opportunities to acquire a key leadership advantage: greater global perspective and dynamic effects on a global scale.
- We offer a broad range of knowledge to address emerging security and leadership challenges.
- We apply specifically selected instructor expertise to focus on unique problems.
- Programs offer a unique blend of education and training, tailored to the learning needs of our clients.

## **Advanced Analytic Support and Expertise**

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Senior JMark analysts has delivered critical support to the United States Central Command (USCENTCOM) Joint Intelligence Operations Center (JIOC), MacDill AFB, Tampa, FL. This effort provided the CENTCOM Commander, CENTCOM staff, Component Forces and foreign partners with tailored intelligence needed for joint planning and operations. JMark supported the USCENTCOM Intelligence Directorate (J2) in performing consolidated intelligence analysis and support activities that include senior all-source intelligence analysis, research analysis, IMINT collection management, education and training for IO support and critical thinking requirements, and target intelligence analysis.

JMark provides specialized collection management expertise at the theater and national level in support of the Defense Intelligence Agency at the United States India-Pacific Command (USINDOPACOM) JIOC, Intelligence Mission

Management Center (IMMC). Our team enables effective and efficient collection of multi-source intelligence through situational awareness, strategy development, system integration, modeling, and assessments across the largest US geographic combatant command. To support the INDOPACOM Commander's requirements at the IMMC, we provide Collection Requirements Managers and Planners, ISR Collection Assessment Analysts, ISR Modelers/System Administrators, Collection Systems Integration Specialists, and Collection Data Scientists. Our team members provide Collection Management to USPACOM assigned forces by supporting the critical functions of ISR Mission Management (MM), ISR planning and assessments, ISR common operations picture (COP) management and visualization, ISR system integration, and ISR modeling.

JMark senior analysts also provide direct support to the Security Policy and Oversight Directorate of the Office of the Under Secretary of Defense for Intelligence, where they assist in the development of new and/or improved policy and other strategic security and Insider Threat (InT) initiatives for review and approval by the OUSD(I) leadership, the Defense Security Enterprise (DSE), or DoD Insider Threat Program governance structures. Our JMark analytic team provides advanced subject matter expertise in the Directorate's information technology portfolio, DSE strategy development, and InT program and budget analysis.

## **Planning, Program, and Policy Support**

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JMark provides military deception (MILDEC) and operations security (OPSEC) planning support, as well as policy and program analysis, in support of Office of the Under Secretary of Defense for Intelligence at key unified combatant commands. Our senior planners and analysts deliver consultation support and expertise in developing and coordinating positions, plans, and policies related to MILDEC and OPSEC. Areas of emphasis include intelligence, missile defense, arms control, space control, acquisition, electronic warfare, and training.

## **Special Item Number (SIN) Descriptions**

### **Mission Oriented Business Integrated Services (MOBIS)**

[874.1](#) **Integrated Consulting Services:** - Contractors shall provide expert advice and assistance in support of an agency's mission-oriented business functions. Services covered by this SIN include: Management or strategy consulting, including research, evaluations, studies, analyses, scenarios/simulations, reports, business policy and regulation development assistance and strategy formulation \* Facilitation and related decision support services \* Survey services, using a variety of methodologies, including survey planning, design, and development; survey administration; data validation and analysis; reporting, and stakeholder briefings \*Advisory and assistance services in accordance with FAR 37.203 NOTE: Consulting services where the preponderance of work is specifically covered under other PSS SINS or GSA Schedules are not permitted under this SIN. NOTE: Legal, consulting, and audit services pertaining to financial matters are not covered under this SIN. Refer to 520 SINS. Consulting services relating to public relations are not covered under this SIN. Refer to SIN 541-2, Public Relations Services.



874 4 **Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships** - Proposed courses shall be commercially-available off-the-shelf training and/or educational courses that are delivered via an Instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based (i.e. Internet/Intranet, software packages and computer applications) system. Courses shall have a defined course title, length of time (i.e. hours, days, semesters, etc.), description of material to be taught (i.e. syllabi, table of contents, etc.), and whether materials are included in the price. (i.e. books, pamphlets, software, etc.).

Proposed professional services shall be in support of planning, creating, and/or executing testing and test administration, learning management, internship, or development of new courses or subject matter delivered via an instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based (i.e. Internet/Intranet, software packages and computer applications) system. Proposed customization services are the result of planning, creating, and/or executing a proprietary format and may be priced as a flat rate or as Labor/hours using professional labor categories (i.e. Subject Matter Experts (SMEs), Program Managers, Project Managers, Research Assistant, Technical Specialist, etc.), subject matter(s), Systems requirements and methodology(ies) to be used should be stated. Acquisition training will be accomplished under SIN 874-8 Functional industry-specific training covered under other schedules will not be accomplished under this SIN.

## Appendix A

### PSS Labor Rates

SIN	Labor Category	Govt or Contractor Site	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
874-1	Program Manager	Both	\$161.85	\$165.41	\$169.05	\$172.76	\$176.56
874-1	Project Manager	Both	\$135.71	\$138.69	\$141.75	\$144.86	\$148.05
874-1	Consulting Task Coordinator	Both	\$40.39	\$41.28	\$42.19	\$43.12	\$44.07
874-1	Information Analyst I	Both	\$60.03	\$61.36	\$62.70	\$64.08	\$65.49
874-1	Analyst I	Both	\$70.00	\$71.54	\$73.11	\$74.72	\$76.36
874-1	Cyber Analyst	Both	\$82.01	\$83.82	\$85.66	\$87.55	\$89.47
874-1	Analyst II	Both	\$84.37	\$86.23	\$88.13	\$90.07	\$92.05
874-1	Information Analyst II	Both	\$94.18	\$96.25	\$98.37	\$100.53	\$102.74
874-1	Analyst III	Both	\$99.47	\$101.66	\$103.90	\$106.18	\$108.52
874-1	Planner I	Both	\$99.47	\$101.66	\$103.90	\$106.18	\$108.52
874-1	Knowledge Engineer	Both	\$101.05	\$103.27	\$105.55	\$107.87	\$110.24
874-1	Specialized Content Analyst I	Both	\$116.93	\$119.50	\$122.13	\$124.82	\$127.56
874-1	Specialized Content Analyst II	Both	\$121.40	\$124.07	\$126.80	\$129.59	\$132.44
874-1	Business Analyst I	Both	\$125.81	\$128.57	\$131.40	\$134.29	\$137.25
874-1	Planner II	Both	\$129.14	\$131.98	\$134.89	\$137.86	\$140.89
874-1	Business Analyst II	Both	\$133.11	\$136.04	\$139.03	\$142.09	\$145.22
874-1	Executive Strategy Officer I	Both	\$167.21	\$170.89	\$174.65	\$178.49	\$182.41
874-1	Executive Strategy Officer II	Both	\$202.56	\$207.01	\$211.57	\$216.22	\$220.98
874-4	Sr. Program Manager	Both	\$161.85	\$165.41	\$169.05	\$172.76	\$176.56
874-4	Jr. Program Manager	Both	\$135.71	\$138.69	\$141.75	\$144.86	\$148.05
874-4	Training Support	Both	\$53.49	\$54.66	\$55.87	\$57.10	\$58.35
874-4	Instructional System Designer I	Both	\$76.49	\$78.18	\$79.90	\$81.65	\$83.45
874-4	Instructor I	Both	\$77.65	\$79.36	\$81.10	\$82.89	\$84.71
874-4	Instructor II	Both	\$88.64	\$90.59	\$92.58	\$94.62	\$96.70
874-4	Instructional Systems Designer II	Both	\$104.05	\$106.34	\$108.68	\$111.07	\$113.52
874-4	Instructor III	Both	\$121.07	\$123.73	\$126.45	\$129.23	\$132.08
874-4	Instructional System Designer III	Both	\$127.97	\$130.78	\$133.66	\$136.60	\$139.61
874-4	Content SME I	Both	\$128.86	\$131.69	\$134.59	\$137.55	\$140.58
874-4	Content SME II	Both	\$141.41	\$144.52	\$147.70	\$150.95	\$154.27
874-4	Content SME III	Both	\$160.24	\$163.76	\$167.36	\$171.05	\$174.81
874-4	SR Strategist/Leader Instructor	Both	\$223.49	\$228.41	\$233.43	\$238.57	\$243.82

**Effective Date: March 5, 2019**

**Appendix B**

**Labor Categories Descriptions**

SIN(s) Proposed	Service Proposed (e.g. Labor Category or Job Title/Task)	Keywords	Education	Min Yrs	Description
874-1	Program Manager	Oversight, Management, Planning, Client Relationship	Bachelors	14	Provides oversight and executive level management to overall contract operations often involving multiple projects/tasks and groups of personnel at multiple locations. The Program Manager maintains and manages relationships with senior level management within the client organization. Responsible for ensuring senior level management within the client organization is aware of overall program status, including all relevant projects and their potential impact on higher level organizational strategic vision, this may include subject matter and unique technical knowledge. The Program Manager is responsible for managing multiple contract operations, ensure quality standards and work performance on all task orders and projects, plans, organizes and oversees work efforts, assigns resources, manages personnel, provides risk management, ensures quality management, monitors overall project and contract performance, etc.
874-1	Project Manager	Operations, management, technical, organizes, directs	Bachelors	12	Performs day-to-day management of contract support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project. Demonstrates skills in the scope of work encompassed by the task order; provides technical guidance to the project team in performance of the work and reviews the quality of all work products. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client interface at the COTR levels of the client organization. Assists the Program Manager as required in managing contract performance.
874-1	Consulting Task Coordinator	Task coordination, scheduling, general task support.	High School	1	Coordination, scheduling, technical edit, graphics support, meeting support and other coordination activities related to a defined delivery task.
874-1	Information Analyst I	Requirements Analysis, Collaboration and Project Management	Bachelors	1	User Support and Administration, Documentation of Help and Training, Requirements Analysis and Project Management, Certification and Accreditation, Project Management and Improved Collaboration

874-1	Analyst I	Analysis, data collection, modeling, testing	Bachelors	1	Possesses knowledge of applying analytic methodologies and principles to address client's needs. Supports analyst functions including data collection, interviewing, data modeling, project testing, and creation of performance measurements to support project objectives. Conducts activities in support of project team's objectives. Works closely with senior Analysts or Team Leads.
874-1	Cyber Analyst	Information Assurance, Information Security, SSP	Bachelors	3	Information Assurance (IA) security support and as directed with performance of self-inspections to ensure compliance with the System Security Plan (SSP). Conduct technical implementation of IS solutions. Draft policies, processes, and procedures in support of the customer's information technology (IT) and systems security. Support staffs and participate on security boards with other commands. Provide SME support to Command Chief Information Security Officer (CISO) to direct, monitor, and manage the Information Security Program. Certification in CISSP required.
874-1	Analyst II	Analysis, data collection, modeling, testing	Bachelors	3	Possesses demonstrated knowledge and experience applying analytic methodologies and principles to address client needs. Applies analytic techniques in the evaluation of project objectives and contributes to the implementation of strategic direction. Performs analyst functions including data collection, interviewing, data modeling, project testing, and creation of performance measurements to support project objectives. Conducts activities in support of project team's objectives. Works closely with Analyst 2, Task Leads, or Project Manager. Directs the activities of junior staff as necessary.
874-1	Information Analyst II	User support, administration, Requirements Analysis, Documentation	Bachelors	5	User Support and Administration, Documentation of Help and Training, Requirements Analysis and Project Management, Certification and Accreditation, Project Management and Improved Collaboration
874-1	Analyst III	Analysis, data collection, modeling, testing	Bachelors	5	Senior expert with extensive knowledge and experience developing and applying analytic methodologies and principles and is recognized as a leader within MOBIS functions. Leads the application of analytic techniques and helps define project objectives and strategic direction. Is responsible for providing leadership and vision to client and project teams around the methodology. Resolves complex problems, which require an in-depth knowledge of analytic methodologies and principles. Directs the activities of more junior Analysts or other staff as necessary on activities related to the application of analytical techniques and methodologies. Demonstrated managerial and supervisory skills.

874-1	Planner I	Strategy, planning, all source collection	Bachelors	3	Supports advanced collection strategy development and planning shall assist in the development of comprehensive all-source collection strategies focused on USPACOM intelligence requirements. The Collection Strategist/Planner shall provide strategy recommendations, identify and document shortfalls, develop mitigation strategies, and support ISR Crisis Action Planning.
874-1	Knowledge Engineer	Data Management, Visualization, Data discovery	Bachelors	3	Provide data management and visualization support and access to near real time data information using all available visualization resources and maintain a common information medium to facilitate data discovery. Engineer and implement solutions to improve and continuously advance data visualization through the integration of relevant information feeds.
874-1	Specialized Content Analyst I	Specialized knowledge subject matter expert.	Bachelors	3	Possess demonstrated knowledge in designated field or discipline. Possesses significant experience providing solutions to an organization's challenges through the application of knowledge gained through similar prior engagements. Participates in the development of solutions by leveraging knowledge of the designated field or discipline. Contributes to the implementation of strategy and helps assess the impact of industry trends, policy, and/or standard methodologies. Directs the activities of Specialists or other staff as necessary on activities related to the specified field or discipline.
874-1	Specialized Content Analyst II	Specialized field, technical, project strategy	Bachelors	5	Possess demonstrated knowledge in designated field or discipline. Possesses significant experience providing solutions to an organization's challenges through the application of knowledge gained through similar prior engagements. Participates in the development of solutions by leveraging knowledge of the designated field or discipline. Contributes to the implementation of strategy and helps assess the impact of industry trends, policy, and/or standard methodologies. Directs the activities of Specialists or other staff as necessary on activities related to the specified field or discipline.
874-1	Business Analyst I	Business analysis, requirements, cost/benefit, risk	Bachelors	5	Prepares and conducts business analyses and studies, needs assessments, requirements analysis/definition and cost/benefit analyses in an effort to align business systems, solutions and initiatives. Prepares forecasts and analyzes trends, reporting regulations and business conditions. Develops and analyzes metrics, performance measurements, requirements, reports and recommendations related to management, organizational structure, policy/procedures and business systems. Identifies potential business risks. Areas of focus include but are not limited to business performance, business and economic case analysis, internal control and enterprise risk assessment.

874-1	Planner II	Advanced strategy, planning, all source collection	Bachelors	8	Supports advanced collection strategy development and planning shall assist in the development of comprehensive all-source collection strategies focused on USPACOM intelligence requirements. The Collection Strategist/Planner shall provide strategy recommendations, identify and document shortfalls, develop mitigation strategies, and support ISR Crisis Action Planning.
874-1	Business Analyst II	Business analysis, requirements, cost/benefit, risk	Bachelors	8	Prepares and conducts business analyses and studies, needs assessments, requirements analysis/definition and cost/benefit analyses in an effort to align business systems, solutions and initiatives. Prepares forecasts and analyzes trends, reporting regulations and business conditions. Develops and analyzes metrics, performance measurements, requirements, reports and recommendations related to management, organizational structure, policy/procedures and business systems. Identifies potential business risks. Areas of focus include but are not limited to business performance, business and economic case analysis, internal control and enterprise risk assessment.
874-1	Executive Strategy Officer I	Leadership, objectives, analysis	Masters	8	Defines agenda and project objectives. Drives content and provides thought leadership. Manages execution of multiple, rapid fact-finding efforts; Balances potentially conflicting themes and objectives Analysis: Generates innovative approaches to address business problems.
874-1	Executive Strategy Officer II	Leadership, objectives, analysis	Masters	12	Works directly with senior level clients to set the project strategic agenda. Drives the project team toward desired outcomes to achieve results for client. Ensures project objectives are delivered in the context of industry best practices. Develops new knowledge and capabilities derived from a broad range of cross industry/functional experiences within commercial clients.
874-4	Sr. Program Manager	Oversight, management, planning, client relationship	Bachelors	10	Provides oversight and executive level management to overall contract operations often involving multiple projects/tasks and groups of personnel at multiple locations. The Program Manager maintains and manages relationships with senior level management within the client organization. Responsible for ensuring senior level management within the client organization is aware of overall program status, including all relevant projects and their potential impact on higher level organizational strategic vision, this may include subject matter and unique technical knowledge. The Program Manager is responsible for managing multiple contract operations, ensure quality standards and work performance on all task orders and projects, plans, organizes and oversees work efforts, assigns resources, manages personnel, provides risk management, ensures quality management, monitors overall project and contract performance, etc.

874-4	Jr. Program Manager	Operations, management, technical, organizes, directs	Bachelors	4	Performs day-to-day management of contract support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project. Demonstrates skills in the scope of work encompassed by the task order; provides technical guidance to the project team in performance of the work and reviews the quality of all work products. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client interface at the COTR levels of the client organization. Assists the Program Manager as required in managing contract performance.
874-4	Training spt	Training, design, development, integration, support	High School	1	Provides support all types of training development projects, including systems design, selection, development, integration, and support.
874-4	Instructional System Designer I	Training analysis/design, curricula development,	High School	1	Conducts training analysis, designs and develops training curricula, designs and develop multimedia/web storyboards and training, and measures and evaluates effectiveness of training.
874-4	Instructor I	Training development, content, delivery	High School	1	Provides subject matter expertise support to all types of training development projects, including content review and feedback to development staff, as well as delivery of the training.
874-4	Instructor II	Training development, content, delivery	Bachelors	4	Provides subject matter expertise support to all types of training development projects, including content review and feedback to development staff, as well as delivery of the training.
874-4	Instructional systems designer II	Training analysis/design, curricula development,	Bachelors	3	Conducts training analysis, designs and develops training curricula, designs and develop multimedia/web story boards and training, and measures and evaluates effectiveness of training.
874-4	Instructor III	Training development, content, delivery	Bachelors	10	Provides subject matter expertise support to all types of training development projects, including content review and feedback to development staff, as well as delivery of the training.
874-4	Instructional System Designer III	Training analysis/design, curricula development,	Bachelors	8	Conducts training analysis, designs and develops training curricula, designs and develop multimedia/web storyboards and training, and measures and evaluates effectiveness of training.
874-4	Content SME I	Specialized knowledge, develop/deliver training	Bachelors	1	Possesses knowledge in specialized designated field or discipline. Applies specialized knowledge to development and conduct of training activities.

874-4	Content SME II	Specialized knowledge, develop/deliver training	Bachelors	5	Possesses knowledge in specialized designated field or discipline. Applies specialized knowledge to development and conduct of training activities.
874-4	Content SME III	Specialized knowledge, develop/deliver training	Bachelors	8	Possesses knowledge in specialized designated field or discipline. Applies specialized knowledge to development and conduct of training activities.
874-4	SR strategist/Leader Instructor	Senior Leader, SME	Bachelors	10	Senior Leadership-level Instructors qualified to perform country-specific Intelligence/C4ISR skills training.

## Degree / Experience Equivalency

The labor category definitions in our Pricelist describe the functional responsibilities and education and experience requirements for each labor category. These requirements are a guide to the types of experience and educational background of typical personnel in each labor category. Education and experience may be substituted for each other. Each year of relevant experience may be substituted for 1 year of education, and vice versa. In addition, certifications, professional licenses, and vocational technical training may be substituted for experience or education with the written approval of the ordering activity.

Degree	Experience Equivalence*	Other Equivalence
Associate's	1 year relevant experience	Vocational or technical training in work-related field
Bachelor's	Associate's degree + 2 years relevant experience, or 4 years relevant experience	Professional certification
Master's	Bachelor's + 2 years relevant experience, or Associate's + 4 years relevant experience	Professional license
Doctorate	Master's + 2 years relevant experience, or Bachelor's + 4 years relevant experience	

\* Successful completion of each year of higher education that has not yet resulted in a degree may be counted 1-for-1 for a year of experience.

"The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated (\*\*) SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e. nationwide)."