

# GENERAL SERVICES ADMINISTRATION

## Federal Acquisition Service

### Authorized Federal Supply Schedule FSS Price List

Online access to contract ordering information, terms and conditions, pricing, and the option to create an electronic delivery order are available through GSA Advantage!®. The website for GSA Advantage!® is: <https://www.GSAAdvantage.gov>.

## Multiple Award Schedule

FSC Group: Professional Services FSC Class: R408  
Contract number: **47QRAA20D002U**

Contract period:  
Dec 10, 2019 to Dec 09, 2029

Air & Space Forces Association  
DBA Air Force Association  
1201 S Joyce ST STE C6  
Arlington, VA 22202  
Phone: 703-247-5803  
Fax: 703-247-5853

[www.afa.org](http://www.afa.org)

Contract administration source (if different from preceding entry).  
Burton Field  
[bfield@afa.org](mailto:bfield@afa.org)

Business size: Other than Small

For more information on ordering, go to the following website: <https://www.gsa.gov/schedules>

Price list current as of Modification #PA-0009 effective 6/24/2024

Prices Shown Herein are Net (discount deducted)

## CUSTOMER INFORMATION

1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s).

SINs	Recovery	SIN Title
541611	541611RC	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
611430	611430RC	Professional and Management Development Training
OLM	OLMSTLOC OLMRC	Order-Level Materials (OLM's)

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply. See Page 4

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not applicable" for this item. See Page 4

2. Maximum order:

SINs	Maximum Order
541611	\$1,000,000
611430	\$1,000,000
OLM	\$250,000

3. Minimum order: \$100

4. Geographic coverage (delivery area). Domestic

5. Point(s) of production (city, county, and State or foreign country). Same as contractor address

6. Discount from list prices or statement of net price. Government Net Prices (discounts already deducted.)

7. Quantity discounts. None

8. Prompt payment terms. Net 30 days Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. Foreign items (list items by country of origin). Not Applicable
- 10a. Time of delivery. (Contractor insert number of days.) To Be Determined at the Task Order level
- 10b. Expedited Delivery. Items available for expedited delivery are noted in this price list. Be Determined at the Task Order level
- 10c. Overnight and 2-day delivery. To Be Determined at the Task Order level
- 10d. Urgent Requirements. To Be Determined at the Task Order level
11. F.O.B. point(s). Destination
- 12a. Ordering address(es). Same as company address
- 12b. Ordering procedures: See Federal Acquisition Regulation (FAR) 8.405-3.
13. Payment address(es). Same as company address
14. Warranty provision. Standard Commercial Warranty Terms & Conditions
15. Export packing charges, if applicable. Not Applicable
16. Terms and conditions of rental, maintenance, and repair (if applicable). Not Applicable
17. Terms and conditions of installation (if applicable). Not Applicable
- 18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable). Not Applicable
- 18b. Terms and conditions for any other services (if applicable). Not Applicable
19. List of service and distribution points (if applicable). Not Applicable
20. List of participating dealers (if applicable). Not Applicable
21. Preventive maintenance (if applicable). Not Applicable
- 22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants). Not Applicable
- 22b. If applicable, indicate that Section 508 compliance information is available for the information and communications technology (ICT) products and services and show where full details can be found (e.g. contractor's website or other location.) ICT accessibility standards can be found at:  
<https://www.Section508.gov/>.  
Not Applicable

23. Unique Entity Identifier (UEI) number. L2PXALSBPSA9

24. Notification regarding registration in System for Award Management (SAM) database. Contractor registered and active in SAM

### **SIN 611430**

**Course Title:** Lead Develop Care: "Proactive Leadership for Competitive Advantage" Workshop

**Course Description:**

Lead Develop Care: Proactive Leadership for Competitive Advantage Workshop

Lead Develop Care: Proactive Leadership for Competitive Advantage is a “framework” approach to leadership, not a “tools-based” approach. We teach leaders how to THINK like leaders and use the tools and experiences they’ve already acquired to deal with the challenges and opportunities they’re sure to face.

Our nine-hour Lead Develop Care workshops provide the missing (and most critical) component: how to approach leadership challenges and opportunities from a practical, intentional, and actionable perspective. Our workshops help leaders answer this commonly asked question: “What should I be doing when I show up to work tomorrow?”

Many of the leader development programs that currently exist emphasize one of three approaches: 1) They focus on ethics rather than leadership (both are important, but they are distinct skills and should be taught distinctly); 2) They focus on leadership theory or human psychology rather than practical and immediately implementable skills; 3) They give leaders several new “tools” to use in specific situations but don’t help leaders THINK like leaders.

None of these approaches are necessarily wrong, but they are incomplete. They leave leaders hungry for more.

The Lead Develop Care framework is:

Simple to learn and apply. The framework uses commonly understood terms that resonate with students. It doesn’t require a week-long course or years of prior experience to understand and apply.

The framework helps leaders structure their thinking, enabling them to approach challenges and opportunities methodically.

Comprehensive in its utility. Though simple, the framework can be applied to any leadership challenge or opportunity, whether professional or personal, industry or military. It can be as effective for leading one’s family as it is for leading one’s business.

Easy to pass on to others. The framework is simple to model, making it easy for subordinates to recognize and imitate. As subordinates experience the value of the framework, they can internalize it as an example of what good leadership looks like and pass it on to others as they grow in their leadership capacities.

Grounded in intentionality. LDC shows leaders how to be more proactive and deliberate in their decisions and actions. The framework, if intentionally applied, helps leaders get “ahead of the wave” instead of being constantly reactive. It also ensures leaders are leading deliberately rather than accidentally or by assumption.

Interactive and discussion based. We designed our workshops to stimulate individual thinking and application. Between 40 and 50% of the content consists of student exercises, self-analysis, small group discussions, and film critique. Our aim is for students to gain sufficient familiarity and practice with the

framework to apply it immediately upon class completion.

The Lead Develop Care framework has been taught for 25 years. Thousands of leaders in nearly 100 countries around the world have benefited from this approach. Since 2023, the Doolittle Leadership Center has brought LDC to more than 1,000 Airmen, Guardians, and industry professionals—with outstanding success. In our post-workshop surveys, 99% of attendees rated the workshops as “extremely helpful” (76%) or “helpful” (23%) to their leadership development, and self-rate their leadership understanding to have grown by 46% after just one workshop.

Curriculum:

1. Why do we need a different approach to leadership?
2. WHAT must leaders do? Understanding the 3 Primary Responsibilities of leadership
3. Identifying one’s Strength, Stretch, and Struggle, and the need for proficiency in all 3
4. HOW do leaders Lead, Develop, and Care for their subordinates? Understanding the 11 Operational Aspects of Lead Develop Care
5. Practical Application Exercise: How do leaders use the Lead Develop Care framework to solve challenges and opportunities individually?
6. Practical Application Capstone Exercise: How do leaders use the Lead Develop Care framework to solve challenges and opportunities as a group?
7. Feedback: Every Workshop participant receives a post-workshop survey, the results of which will be tallied and sent to the funding entity.

\*Pricing includes tuition, fees, and materials.  
Student testimonials available on request.

**Course Length:** 2-day, 4.5 hours/day

**Minimum Participants:** 1

**Maximum Participants:** 30

**GSA Price:** \$12,157.30

<u>SIN</u>	<u>Labor Category</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
541611	Principal Program Executive	\$440.62	\$453.84	\$467.46	\$481.48	\$495.93
541611	Principal Program Director 2	\$293.75	\$302.57	\$311.64	\$320.99	\$330.62
541611	Principal Program Director 1	\$281.51	\$289.96	\$298.66	\$307.62	\$316.84
541611	Senior Subject Matter Expert 6	\$293.75	\$302.57	\$311.64	\$320.99	\$330.62
541611	Senior Subject Matter Expert 5	\$281.51	\$289.96	\$298.66	\$307.62	\$316.84
541611	Senior Subject Matter Expert 4	\$263.15	\$271.05	\$279.18	\$287.56	\$296.18
541611	Senior Subject Matter Expert 3	\$244.79	\$252.13	\$259.69	\$267.48	\$275.51
541611	Senior Subject Matter Expert 2	\$220.31	\$226.92	\$233.73	\$240.74	\$247.96
541611	Senior Subject Matter Expert 1	\$201.95	\$208.01	\$214.25	\$220.68	\$227.30
541611	Subject Matter Expert 3	\$171.35	\$176.49	\$181.78	\$187.23	\$192.85
541611	Subject Matter Expert 2	\$165.23	\$170.19	\$175.29	\$180.55	\$185.97
541611	Subject Matter Expert 1	\$152.99	\$157.58	\$162.30	\$167.17	\$172.19
541611	Senior Analyst 4	\$138.31	\$142.46	\$146.73	\$151.13	\$155.67

<b><u>SIN</u></b>	<b><u>Labor Category</u></b>	<b><u>Year 1</u></b>	<b><u>Year 2</u></b>	<b><u>Year 3</u></b>	<b><u>Year 4</u></b>	<b><u>Year 5</u></b>
541611	Senior Analyst 3	\$133.41	\$137.41	\$141.54	\$145.78	\$150.15
541611	Senior Analyst 2	\$128.52	\$132.38	\$136.35	\$140.44	\$144.65
541611	Senior Analyst 1	\$122.40	\$126.07	\$129.85	\$133.75	\$137.76
541611	Analyst 4	\$85.68	\$88.25	\$90.90	\$93.63	\$96.44
541611	Analyst 3	\$83.23	\$85.73	\$88.30	\$90.95	\$93.68
541611	Analyst 2	\$79.56	\$81.94	\$84.40	\$86.93	\$89.54
541611	Analyst 1	\$74.66	\$76.90	\$79.21	\$81.58	\$84.03
541611	Research Assistant 3	\$62.42	\$64.29	\$66.22	\$68.21	\$70.25
541611	Research Assistant 2	\$58.75	\$60.51	\$62.33	\$64.20	\$66.12
541611	Research Assistant 1	\$56.30	\$57.99	\$59.73	\$61.52	\$63.37

### **Principal Program Executive**

Performs high-level MOBIS support activities to assist agencies in activities such as research and analysis in operational concepts and military capabilities, grand strategy in contested environments, and defense and defense budget strategic planning. Highly experienced and competent in translating strategic plans into action plans applying appropriate research and analysis processes, tools, and techniques. Accesses a variety of disciplines and institutions to provide expert advice, guidance or counseling in support of management efforts, and all aspects of surveying and collaboration. Develop and present papers on subject discipline and participate in wargames, workshops, seminars, briefings and conferences. May oversee negotiation of task orders, design phases of task orders, hold regular meetings with senior leadership from defense, government, industry, science & technology and academia. Manage overall programs and/or projects.

Minimum Education: PhD in an associated discipline or served as a General Officer or in Senior Executive Service.

Minimum Years of Experience: 20 years in senior management and strategic planning, policy, research and analysis. Up to Active TS/SCI clearance, as required.

### **Principal Program Director 2**

Performs high-level MOBIS support activities to assist agencies in activities such as research and analysis in operational concepts and military capabilities, grand strategy in contested environments, and defense and defense budget strategic planning. Highly experienced and competent in translating strategic plans into action plans applying appropriate research and analysis processes, tools, and techniques. Accesses a variety of disciplines and institutions to provide expert advice, guidance or counseling in support of management efforts, and all aspects of surveying and collaboration. Develop and present papers on subject discipline and participate in wargames, workshops, seminars, briefings and conferences. May oversee negotiation of task orders, design phases of task orders, hold regular meetings with hold regular meetings with senior leadership from defense, government, industry, science & technology and academia. Manage overall programs and/or projects. Develops project plans, prepares cost estimates, provides guidance to technical staff, and works directly with end users. Supervises project managers and oversees direction, scope, and quality of work related to contracts.

Minimum Education: Masters in an associated discipline.

Minimum Years of Experience: 20 years of senior management and analytic experience, and 20 years of experience in government and experience in government project management. Up to Active TS/SCI clearance, as required.

### **Principal Program Director 1**

Performs high-level MOBIS support activities to assist agencies in activities such as research and analysis in operational concepts and military capabilities, grand strategy in contested environments, and defense and defense budget strategic planning. Highly experienced and competent in translating strategic plans into action plans applying appropriate research and analysis processes, tools, and techniques. Accesses a variety of disciplines and institutions to provide expert advice, guidance or counseling in support of management efforts, and all aspects of surveying and collaboration. Develop and present papers on subject discipline and participate in wargames, workshops, seminars, briefings and conferences. May oversee negotiation of task orders, design phases of task orders, hold regular meetings with senior leadership from defense, government, industry, science & technology and academia. Manage overall programs and/or projects. Develops project plans, prepares cost

estimates, provides guidance to technical staff, and works directly with end users. Supervises project managers and oversees direction, scope, and quality of work related to contracts.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: 15 years of senior management and analytic experience, and 15 years of experience in government and project management. Up to Active TS/SCI clearance, as required.

#### **Senior Subject Matter Expert 6**

Performs high-level MOBIS support activities to assist agencies in activities such as research and analysis in operational concepts and military capabilities, grand strategy in contested environments, and defense and defense budget strategic planning. Highly experienced and competent in translating strategic plans into action plans applying appropriate research and analysis processes, tools, and techniques. Accesses a variety of disciplines and institutions to provide expert advice, guidance or counseling in support of management efforts, and all aspects of surveying and collaboration. Develop and present papers on subject discipline and participate in wargames, workshops, seminars, briefings and conferences. May oversee negotiation of task orders, design phases of task orders, hold regular meetings with senior leadership from defense, government, industry, science & technology and academia. Manage overall programs and/or projects. Develops project plans, prepares cost estimates, provides guidance to technical staff, and works directly with end users. Supervises project managers and oversees direction, scope, and quality of work related to contracts.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: 20 years of senior management and analytic experience, and 20 years of experience in government and project management. Up to Active TS/SCI clearance, as required.

#### **Senior Subject Matter Expert 5**

Performs high-level MOBIS support activities to assist agencies in activities such as research and analysis in operational concepts and military capabilities, grand strategy in contested environments, and defense and defense budget strategic planning. Highly experienced and competent in translating strategic plans into action plans applying appropriate research and analysis processes, tools, and techniques. Accesses a variety of disciplines and institutions to provide expert advice, guidance or counseling in support of management efforts, and all aspects of surveying and collaboration. Develop and present papers on subject discipline and participate in wargames, workshops, seminars, briefings and conferences. Oversees multiple projects, ensures that each product receives appropriate resources and support, and provides quality control. Supervises project managers and oversees direction, scope, and quality of work related to contracts. Supervises event planning.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Eighteen years of senior management and analytic experience, 18 years of experience in government and project management and 18 years in planning, organizing, and managing conferences, seminars, workshops in a range of sizes and formats and under variable conditions. Up to Active TS/SCI clearance, as required.

#### **Senior Subject Matter Expert 4**

Performs high-level MOBIS support activities to assist agencies in activities such as research and analysis in operational concepts and military capabilities, grand strategy in contested environments, and defense and defense budget strategic planning. Highly experienced and competent in translating strategic plans into action plans applying appropriate research and analysis processes, tools, and techniques. Accesses a variety of disciplines and institutions to provide expert advice, guidance or counseling in support of management efforts, and all aspects of surveying and collaboration. Develop and present papers on subject discipline and participate in wargames, workshops, seminars, briefings and conferences. Oversees multiple projects, ensures that each product receives appropriate resources and support, and provides quality control. Supervises project managers and oversees direction, scope, and quality of work related to contracts. Supervises event planning.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Fifteen years of senior management and analytic experience, 15 years of experience in government and project management, and 15 years in planning, organizing, and managing conferences, seminars, workshops in a range of sizes and formats and under variable conditions. Up to Active TS/SCI clearance, as required.

#### **Senior Subject Matter Expert 3**

Performs high-level MOBIS support activities to assist agencies in activities such as research and analysis in operational concepts and military capabilities, grand strategy in contested environments, and defense and defense budget strategic planning. Highly experienced and competent in translating strategic plans into action plans applying appropriate research and analysis processes, tools, and techniques. Accesses a variety of disciplines and institutions to provide expert advice, guidance or counseling in support of management efforts, and all aspects of surveying and collaboration. Develop and present papers on subject discipline and participate in wargames, workshops, seminars, briefings and conferences. Oversees multiple

projects, ensures that each product receives appropriate resources and support, and provides quality control. Supervises project managers and oversees direction, scope, and quality of work related to contracts. Supervises event planning.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Twelve years of senior management and analytic experience, and 10 years of experience in planning, organizing, and managing conferences, seminars, workshops in a range of sizes and formats and under variable conditions. Up to Active Top-Secret clearance, as required.

### **Senior Subject Matter Expert 2**

Performs senior-level MOBIS support activities to assist agencies in data analysis, developing information and assessing available solutions or alternatives to complex problems. Oversees multiple projects, ensures that each product receives appropriate resources and support, and provides quality control. Supervises event planning.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Ten years of senior management and analytic experience, and 8 years of experience in planning, organizing, and managing conferences, seminars, workshops in a range of sizes and formats and under variable conditions. Up to Active Top-Secret clearance, as required.

### **Senior Subject Matter Expert 1**

Performs senior-level MOBIS support activities to assist agencies in data analysis, developing information and assessing available solutions or alternatives to complex problems. Oversees multiple projects, ensures that each product receives appropriate resources and support, and provides quality control. Supervises event planning.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Eight years of senior management and analytic experience and 6 years of experience in planning, organizing, and managing conferences, seminars, workshops in a range of sizes and formats and under variable conditions. Up to Active Top-Secret clearance, as required.

### **Subject Matter Expert 3**

Performs senior-level MOBIS support activities to assist agencies in data analysis, developing information and assessing available solutions or alternatives to complex problems. Oversees multiple projects and project teams, ensures that each product receives appropriate resources and support, and provides quality control.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Thirteen years of demonstrated experience performing research and analysis in military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis.

Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Ten years of experience in engaging and handling outside experts and presenting at the venues. Five years of experience using contemporary analytic tools and models. Up to Active Top-Secret clearance, as required.

### **Subject Matter Expert 2**

Performs senior-level MOBIS support activities to assist agencies in data analysis, developing information and assessing available solutions or alternatives to complex problems. Oversees multiple projects and project teams, ensures that each product receives appropriate resources and support, and provides quality control.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Ten years of demonstrated experience performing research and analysis in military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis.

Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Eight years of experience in engaging and handling outside experts and presenting at the venues. Five years of experience using contemporary analytic tools and models. Up to Active TS clearance, as required.

### **Subject Matter Expert 1**

Performs senior-level MOBIS support activities to assist agencies in data analysis, developing information and assessing available solutions or alternatives to complex problems. Oversees multiple projects and project teams, ensures that each product receives appropriate resources and support, and provides quality control.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Six years of demonstrated experience performing research and analysis in military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis.

Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Five years of experience in engaging and handling outside experts and presenting at the venues. Three years of experience using contemporary analytic tools and models. Up to Active Top-Secret clearance, as required.



#### **Senior Analyst 4**

Provides expertise in analyzing data, developing information, and assessing available solutions or alternatives to complex problems. Develop and present papers on subject discipline and participate in workshops, seminars, and conferences. Accesses a variety of disciplines and institutions to locate experts to provide expert advice, guidance or counseling in support of management efforts, all aspects of surveying and collaboration.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Eight years of demonstrated experience performing research and analysis and managing projects on military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis. Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Up to Active Top-Secret clearance, as required.

#### **Senior Analyst 3**

Provides expertise in analyzing data, developing information, and assessing available solutions or alternatives to complex problems. Develop and present papers on subject discipline and participate in workshops, seminars, and conferences. Accesses a variety of disciplines and institutions to locate experts to provide expert advice, guidance or counseling in support of management efforts, all aspects of surveying and collaboration.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Six years of demonstrated experience performing research and analysis and managing projects on military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis. Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Up to Active Top-Secret clearance, as required.

#### **Senior Analyst 2**

Provides expertise in analyzing data, developing information, and assessing available solutions or alternatives to complex problems. Develop and present papers on subject discipline and participate in workshops, seminars, and conferences. Accesses a variety of disciplines and institutions to locate experts to provide expert advice, guidance or counseling in support of management efforts, all aspects of surveying and collaboration.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Four years of demonstrated experience performing research and analysis and managing projects on military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis. Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Up to Active Top-Secret clearance, as required.

#### **Senior Analyst 1**

Provides expertise in analyzing data, developing information, and assessing available solutions or alternatives to complex problems. Develop and present papers on subject discipline and participate in workshops, seminars, and conferences. Accesses a variety of disciplines and institutions to locate experts to provide expert advice, guidance or counseling in support of management efforts, all aspects of surveying and collaboration.

Minimum Education: Masters in an associated discipline

Minimum Years of Experience: Three years of demonstrated experience performing research and analysis and managing projects on military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis. Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Up to Active TS clearance, as required.

#### **Analyst 4**

Provide expertise in analyzing data, developing information, and assessing available solutions or alternatives to complex problems. Develop and present research, analysis, and deliverables on subject discipline and participate in workshops, seminars, and conferences.

Minimum Education: Bachelors in an associated discipline

Minimum Years of Experience: Ten years of demonstrated experience performing research and analysis and managing projects on military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis. Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Up to Active Top-Secret clearance, as required.

#### **Analyst 3**

Provide expertise in analyzing data, developing information, and assessing available solutions or alternatives to complex problems. Develop and present research, analysis, and deliverables on subject discipline and participate in workshops, seminars, and conferences.

Minimum Education: Bachelors in an associated discipline

Minimum Years of Experience: Eight years of demonstrated experience performing research and analysis and managing projects on military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis. Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Up to Active Top-Secret clearance, as required.

## **Analyst 2**

Provide expertise in analyzing data, developing information, and assessing available solutions or alternatives to complex problems. Develop and present research, analysis, and deliverables on subject discipline and participate in workshops, seminars, and conferences.

Minimum Education: Bachelors in an associated discipline

Minimum Years of Experience: Six years of demonstrated experience performing research and analysis and managing projects on military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis. Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Up to Active Top-Secret clearance, as required.

## **Analyst 1**

Provide expertise in analyzing data, developing information, and assessing available solutions or alternatives to complex problems. Develop and present research, analysis, and deliverables on subject discipline and participate in workshops, seminars, and conferences.

Minimum Education: Bachelors in an associated discipline

Minimum Years of Experience: Four years of demonstrated experience performing research and analysis and managing projects on military capabilities and operational concepts, defense strategy, grand strategy, and/or defense budgets and resources analysis. Demonstrated ability to handle analytical tasks in various stages of preparation and execution simultaneously. Up to Active Top-Secret clearance, as required.

## **Research Assistant 3**

Supports senior staff in information gathering and data analyses. Provides survey and research assistance and assists in survey testing and implementation. Assists in interpreting basic data and reviewing documents.

Minimum Education: Bachelors in an associated discipline

Minimum Years of Experience: Three years demonstrated experience in planning, organizing and managing conferences, seminars and workshops in a range of sizes and formats and under a variety of situations and conditions. Up to Active Top-Secret clearance, as required.

## **Research Assistant 2**

Supports senior staff in information gathering and data analyses. Provides survey and research assistance and assists in survey testing and implementation. Assists in interpreting basic data and reviewing documents.

Minimum Education: Bachelors in an associated discipline

Minimum Years of Experience: Two years demonstrated experience in planning, organizing and managing conferences, seminars and workshops in a range of sizes and formats and under a variety of situations and conditions. Up to Active Top-Secret clearance, as required.

## **Research Assistant 1**

Supports senior staff in information gathering and data analyses. Provides survey and research assistance and assists in survey testing and implementation. Assists in interpreting basic data and reviewing documents.

Minimum Education: Bachelors in an associated discipline

Minimum Years of Experience: One year demonstrated experience in planning, organizing and managing conferences, seminars and workshops in a range of sizes and formats and under a variety of situations and conditions.

**Service Contract Labor Standards:** The Service Contract Labor Standards (SCLS), formerly known as the Service Contract Act (SCA), is applicable to this contract as it applies to the entire Multiple Award Schedule (MAS) and all services provided. While no specific labor categories have been identified as being subject to SCLS/SCA due to exemptions for professional employees (FAR 22.1101,

22.1102 and 29 CRF 541.300), this contract still maintains the provisions and protections for SCLS eligible labor categories. If and / or when the contractor adds SCLS labor categories to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS matrix identifying the GSA labor category titles, the occupational code, SCLS labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.