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

Schedule Title: Multiple Award Schedule (MAS)

FSC Group: Professional Services

FSC Class(es)/ Product Code(s): R408, AF12, R425, R499

Contract Number: 47QRAA25D0057

Contract Period: February 9, 2025 through February 10, 2030

Company:
AFL Enterprises, LLC,
2874 Yosemite ST, Denver, CO 80238-2660.
Phone number (720) 838-7739
Fax number (719) 410-8163

Website: https://www.afl-enterprises.com

Contract Administrator:
Colleen Lampron
gsa@afl-enterprises.com

Business Size: Small Business, Women Owned Small Business, Economically Disadvantaged Women Owned Small Business, Small Disadvantaged Business, 8(a) Small Business.

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

TABLE OF CONTENTS

ABOUT AFL ENTERPRISES 2
CUSTOMER INFORMATION 2
GSA AWARDED PRICES 5
SCLS MATRIX 7
LABOR CATEGORY DESCRIPTIONS 8

ABOUT AFL ENTERPRISES

AFL Enterprises, LLC delivers quality and systems improvement so that people can live healthier lives. Our professional services company provides program management, staffing, quality improvement, and technical expertise services to federal, state, non-profit, philanthropy and commercial customers. Since 2006, we have provided expertise in the health, public health, defense, and other government markets.

We increase value for our clients by leveraging our qualifications, capabilities and past performance in the following services:

- Administrative support
- Training and technical assistance
- Data systems and analysis
- Conferences, meetings, webinars and virtual events
- Event logistics planning and management
- Peer review program administration
    - Payment processing
    - Scientific writer/editor
    - Scientific review officials
- Video production
- Writing, editing and document design

CUSTOMER INFORMATION

1a Awarded Special Item Numbers.

SIN	SIN Title
541611	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
541720	Research, Analysis and Developmental Services in the Social Sciences and Humanities
541990	All Other Professional, Scientific, and Technical Services (Non-IT)
561920	Conference, Meeting, Event and Trade Show Planning Services
OLM	Order Level Materials

1b Identification of the lowest price. (See price list below.)

1c Job titles, experience, functional responsibility, and education. (See price list below.)

2. Maximum order:

SIN	Maximum Order
541611	$1,000,000
541720	$1,000,000
541990	$1,000,000
561920	$1,000,000
OLM	$ 250,000

3. Minimum order: $1000

4. Geographic coverage (delivery area): Worldwide

5. Point(s) of production: N/A

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: None

10a. Time of delivery: Specified on the task order for services.

10b. Expedited delivery: Contact contractor.

10c. Overnight and 2-day delivery: Contact contractor.

10d. Urgent Requirements: Contact contractor.

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: Not Applicable

15. Export packing charges: Not Applicable

16. Terms and conditions of rental, maintenance, and repair: Not Applicable

17. Terms and conditions of installation: Not Applicable

18a. Terms and conditions of repair parts: Not Applicable

18b. Terms and conditions for any other services: Not Applicable

19. List of service and distribution points: Not Applicable

20. List of participating dealers: Not Applicable

21. Preventive maintenance: Not Applicable

22a. Special attributes: Not Applicable.

22b. Section 508 compliance: Not Applicable.

23. Unique Entity Identifier (UEI) number: Y3FACCMFG4Y4

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

GSA AWARDED PRICES

SIN	Labor Category	Year 1, 2/10/2025 through 2/9/2026	Year 2, 2/10/2026 through 2/9/2027	Year 3, 2/10/2027 through 2/9/2028	Year 4, 2/10/2028 through 2/9/2029	Year 5, 2/10/2029 through 2/9/2030
541611, 541720, 541990, 561920	Project Director I	$176.07	$182.06	$188.24	$194.64	$201.26
541611, 541720, 541990, 561920	Project Director II	$194.09	$200.69	$207.51	$214.56	$221.85
541611, 541720, 541990, 561920	Project Director III	$212.70	$219.93	$227.41	$235.13	$243.12
541611, 541720, 541990, 561920	Project Director IV	$234.35	$242.32	$250.56	$259.08	$267.89
541611, 541720, 541990, 561920	Program Manager I	$98.10	$101.43	$104.88	$108.44	$112.13
541611, 541720, 541990, 561920	Program Manager II	$113.66	$117.53	$121.53	$125.66	$129.93
541611, 541720, 541990, 561920	Program Manager IIII	$139.23	$143.97	$148.87	$153.92	$159.15
541611, 541720, 541990, 561920	Program Manager IV	$174.93	$180.88	$187.02	$193.38	$199.96
541611, 541720, 541990, 561920	Subject Matter Expert	$345.72	$357.48	$369.63	$382.20	$395.19
541611, 541720, 541990, 561920	Scientific/Technical Writer Editor I	$116.67	$120.63	$124.74	$128.98	$133.36
541611, 541720, 541990, 561920	Scientific/Technical Writer Editor II	$139.78	$144.53	$149.45	$154.53	$159.78
541611, 541720, 541990, 561920	Scientific/Technical Writer Editor III	$160.74	$166.21	$171.86	$177.70	$183.75

541611, 541720, 541990, 561920	Scientific/Technical Writer Editor IV	$184.85	$191.14	$197.64	$204.36	$211.31
541611, 541720, 541990, 561920	Meeting/Event Planner I	$74.52	$77.06	$79.68	$82.39	$85.19
541611, 541720, 541990, 561920	Meeting/Event Planner II	$81.97	$84.77	$87.65	$90.63	$93.71
541611, 541720, 541990, 561920	Meeting/Event Planner III	$90.39	$93.46	$96.63	$99.92	$103.31
541611, 541720, 541990, 561920	Meeting/Event Planner IV	$99.40	$102.78	$106.28	$109.89	$113.63
541611, 541720, 541990, 561920	Public Health Analyst I	$87.18	$90.15	$93.21	$96.38	$99.66
541611, 541720, 541990, 561920	Public Health Analyst II	$96.86	$100.15	$103.56	$107.07	$110.71
541611, 541720, 541990, 561920	Public Health Analyst III	$107.63	$111.28	$115.07	$118.98	$123.03
541611, 541720, 541990, 561920	Public Health Analyst IV	$112.77	$116.60	$120.56	$124.66	$128.91
541611, 541720, 541990, 561920	Administrative Assistant I**	$57.90	$59.87	$61.90	$64.01	$66.19
541611, 541720, 541990, 561920	Senior Administrative Assistant**	$65.22	$67.45	$69.74	$72.11	$74.56
541611, 541720, 541990, 561920	Medical Records Clerk**	$50.29	$52.00	$53.76	$55.59	$57.48
541611, 541720, 541990, 561920	Principal - Level 1	$224.78	$232.42	$240.32	$248.49	$256.95
541611, 541720, 541990, 561920	Principal - Level 2	$269.83	$279.01	$288.50	$298.32	$308.46

SCLS MATRIX

SCLS Eligible Contract Labor Category	SCKS Equivalent Code Title	Wage Determination Number
Administrative Assistant I	01111 – General Clerk I	2015-5419
Senior Administrative Assistant	01020 – Administrative Assistant	2015-5419
Medical Records Clerk	12160 – Medical Record Clerk	2015-5419

The Service Contract Labor Standards, formerly the Service Contract Act (SCA), apply to this contract and it includes SCLS applicable labor categories. Labor categories and fixed price services marked with a (**) in this pricelist are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLS/SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).

LABOR CATEGORY DESCRIPTIONS

Project Director I
Years of Experience: 4
Minimum Education: Masters

Functional Description: Plays an integral role in assuring the quality and timeliness of projects. Responsible for the day-to-day oversight and management of all activities within projects assigned. Drives and oversees day-to-day project tasks and deliverables to ensure they are on track to meet deadlines and stay within scope.Responsible for project results and outcomes and is expected to adjust project plans when necessary, to meet overall project goals, raising any concerns regarding scope, timelines, or deliverables and elevating as necessary. Builds and manages project plans and is actively influencing, managing and driving teams/individuals/project towards success.

Substitution Policy: PhD and 2 years
Bachelors and 6 years
Associates and 8 years
High School and 10 years

Project Director II
Years of Experience: 6
Minimum Education: Masters

Functional Description: Plays an integral role in assuring the quality and timeliness of projects. Responsible for the day-to-day oversight and management of all activities within projects assigned. Drives and oversees day-to-day project tasks and deliverables to ensure they are on track to meet deadlines and stay within scope.Responsible for project results and outcomes and is expected to adjust project plans when necessary, to meet overall project goals, raising any concerns regarding scope, timelines, or deliverables and elevating as necessary. Builds and manages project plans and is actively influencing, managing and driving teams/individuals/project towards success. Responsible for meeting metrics, performance targets, and budget objectives. Typically performs tasks withi minimal supervision and maximum accountability.

Substitution Policy: PhD and 4 years
Bachelors and 8 years
Associates and 10 years
High School and 12 years

Project Director III
Years of Experience: 8
Minimum Education: Masters

Functional Description: Plays an integral role in assuring the quality and timeliness of projects. Responsible for the day-to-day oversight and management of all activities within projects assigned. Drives and oversees day-to-day project tasks and deliverables to ensure they are on track to meet deadlines and stay within scope.Responsible for project results and outcomes and is expected to adjust project plans when necessary, to meet overall project goals, raising any concerns regarding scope, timelines, or deliverables and elevating as necessary. Builds and manages project plans and is actively influencing, managing and driving teams/individuals/project towards success. Responsible for meeting metrics, performance targets, and budget objectives. Provides oversight and leadership for multiple large-scale projects. Functions as the principal interface with clients for business and technical matters.

Substitution Policy: PhD and 6 years
Bachelors and 10 years
Associates and 12 years
High School and 14 years

Project Director IV
Years of Experience: 10
Minimum Education: Masters

Functional Description: Plays an integral role in assuring the quality and timeliness of projects. Responsible for the day-to-day oversight and management of all activities within projects assigned. Drives and oversees day-to-day project tasks and deliverables to ensure they are on track to meet deadlines and stay within scope.Responsible for project results and outcomes and is expected to adjust project plans when necessary, to meet overall project goals, raising any concerns regarding scope, timelines, or deliverables and elevating as necessary. Oversees and manages program manager and coordinator activities. Builds and manages project plans and is actively influencing, managing and driving teams/individuals/project towards success. In addition to management skills, the has advanced training in the implementation of the Model for Improvement and of the Breakthrough Series model and approach; can implement with little guidance and can provide some direct coaching to teams. Responsible for meeting metrics, performance targets, and budget objectives. Provides oversight and leadership for multiple large-scale projects. Functions as the principal interface with clients for business and technical matters. Deep knowledge of the managed sub-function and solid knowledge of the overall departmental function. The Project Director IV role typically requires managerial experience, and supervises staff.

Substitution Policy: PhD and 8 years
Bachelors and 12 years
Associates and 14 years
High School and 16 years

Program Manager I
Years of Experience: 3
Minimum Education: Bachelors
Functional Description: Manages smaller projects from planning through delivery. Coordinates and monitors the scheduling, pricing, and technical performance of projects. Ensures all activities conform to terms and conditions of contract or delivery order. Manages up to 3 projects from planning through delivery. Liaises between project members, cross-functional teams, external vendors, and other stakeholders to ensure deliverables, requirements, schedules, cost, and meeting plans are communicated. Uses appropriate tools to plan project timelines, tasks, milestones, and deadlines. Communicates schedule and changes to all stakeholders. Plans and facilitates project meetings to align the project team to methods and goals and to track project tasks. Prepares agendas, meeting notes, and project summaries. Monitors task completion status to identify at risk project tasks and to develop mitigation plans. Allocates resources, budgets, and hours to the project and adjusts allocations when necessary. Has a basic understanding of program management methodologies, strong organizational skills, and the ability to work on clearly defined objectives.

Substitution Policy: PhD and 0 years
Masters and 1 year
Associates and 5 years
High School and 7 years

Program Manager II
Years of Experience: 5
Minimum Education: Bachelors

Functional Description: Manages medium size, moderately complex projects from planning through delivery. Coordinates and monitors the scheduling, pricing, and technical performance of projects. Ensures all activities conform to terms and conditions of contract or delivery order. Manages complex projects from planning through delivery. Liaises between project members, cross-functional teams, external vendors, and other stakeholders to ensure deliverables, requirements, schedules, cost, and meeting plans are communicated. Uses appropriate tools to plan project timelines, tasks, milestones, and deadlines. Communicates schedule and changes to all stakeholders. Plans and facilitates project meetings to align the project team to methods and goals and to track project tasks. Prepares agendas, meeting notes, and project summaries. Monitors task completion status to identify at risk project tasks and to develop mitigation plans. Allocates resources, budgets, and hours to the project and adjusts allocations when necessary. Proficient in program management tools and techniques, capable of handling risk management and resource allocation, strong leadership, and decision-making abilities.

Substitution Policy: PhD and 1 year
Masters and 3 years
Associates and 7 years
High School and 9 years

Program Manager III
Years of Experience: 7
Minimum Education: Bachelors

Functional Description: Manages large, complex projects highly critical programs with a high degree of autonomy, from planning through delivery. Coordinates and monitors the scheduling, pricing, and technical performance of projects. Ensures all activities conform to terms and conditions of contract or delivery order. Manages complex projects from planning through delivery. Liaises between project members, cross-functional teams, external vendors, and other stakeholders to ensure deliverables, requirements, schedules, cost, and meeting plans are communicated. Uses appropriate tools to plan project timelines, tasks, milestones, and deadlines. Communicates schedule and changes to all stakeholders. Plans and facilitates project meetings to align the project team to methods and goals and to track project tasks. Prepares agendas, meeting notes, and project summaries. Monitors task completion status to identify at risk project tasks and to develop mitigation plans. Allocates resources, budgets, and hours to the project and adjusts allocations when necessary. Expert in program management principles, adept in risk and stakeholder management, strong financial acumen, and advanced leadership and negotiation skills.

Substitution Policy: PhD and 3 years
Masters and 5 years
Associates and 9 years
High School and 11 years

Program Manager IV
Years of Experience: 9
Minimum Education: Bachelors

Functional Description: Manages complex projects from planning through delivery and oversees project management staff. Liaises between project members, cross-functional teams, external vendors, and other stakeholders to ensure deliverables, requirements, schedules, cost, and meeting plans are communicated.

Uses appropriate tools to plan project timelines, tasks, milestones, and deadlines. Communicates schedule and changes to all stakeholders. Plans and facilitates project meetings to align the project team to methods and goals and to track project tasks. Prepares agendas, meeting notes, and project summaries. Monitors task completion status to Identify at risk project tasks and to develop mitigation plans. Allocates resources, budgets, and hours to the project and adjusts allocations when necessary. The Project Manager IV role typically requiresmanagerial experience, and supervises staff.

Substitution Policy: PhD and 5 years
Masters and 7 years
Associates and 11 years
High School and 13 years

Subject Matter Expert
Years of Experience: 10
Minimum Education: MD/DDS/PhD

Functional Description: A professional who has extensive knowledge and expertise related to the specific public health topic of the contract. Provides highest-level functional expertise, analysis, evaluation, and recommendations related to quality improvement, measurement strategy, and clinical applications of the scientific evidence. Provides consulting on clinical, public health, operational, professional and policy issues. Identifies sentinal scientific publications to describe and interpret the most recent evidence related to clinical or public health issues. Provides expert analysis and recommended courses of action for mission-oriented projects. Advises senior level/executive level staff on high level, highly complex topics. Identifies underlying business, management, scientific, technical, programmatic, operational, and/or policy issues.

Substitution Policy: Masters and 12 years
Bachelors and 14 years
Associates and 16 years
High School and 18 years

Scientific/Technical Writer Editor I
Years of Experience: 4
Minimum Education: Masters

Functional Description: Supports Peer Review process by performing technical writing/editings. Performs technical writing and research to prepare briefings, research proposal summaries, manuals, and other contract deliverables. Organizes material for documentation preparation. Performs subject matter research as required. Takes minutes at meetings. Produces interoffice memos. Produces correspondence.

Substitution Policy: PhD and 2 years
Bachelors and 6 years
Associates and 8 years
High School and 10 years

Scientific/Technical Writer Editor II
Years of Experience: 6
Minimum Education: Masters

Functional Description: Supports Peer Review process by performing technical writing/editings. Performs technical writing and research to prepare briefings, research proposal summaries, manuals, and other contract deliverables. Organizes material for documentation preparation. Performs subject matter research

as required. Takes minutes at meetings. Produces interoffice memos. Produces correspondence. Explains in simple language scientific and technical ideas that are difficult for the average reader to understand. Uses a variety of word processing, spreadsheet, graphics, and scheduling tools applications. Meets with authors and other team representatives to review documents, compile inputs/corrections, resolve incompatible comments, and provide final publishable documentation. Complies with all Section 508 requirements. Handles more advanced technical work with minimal supervision and maximum accountability.

Substitution Policy: PhD and 4 years
Bachelors and 8 years
Associates and 10 years
High School and 12 years

Scientific/Technical Writer Editor III

Years of Experience: 8
Minimum Education: Masters

Functional Description: Supports Peer Review process by performing technical writing/editings. Performs technical writing and research to prepare briefings, research proposal summaries, manuals, and other contract deliverables. Organizes material for documentation preparation. Performs subject matter research as required. Takes minutes at meetings. Produces interoffice memos. Produces correspondence. Explains in simple language scientific and technical ideas that are difficult for the average reader to understand. Uses a variety of word processing, spreadsheet, graphics, and scheduling tools applications. Meets with authors and other team representatives to review documents, compile inputs/corrections, resolve incompatible comments, and provide final publishable documentation. Complies with all Section 508 requirements. Can work unsupervised and assists with the oversight of technical writing and research output of the organization.

Substitution Policy: PhD and 6 years
Bachelors and 10 years
Associates and 12 years
High School and 14 years

Scientific/Technical Writer Editor IV

Years of Experience: 10
Minimum Education: Masters

Functional Description: Experience with the extramural research program operations peer review special emphasis panels to support the assessment of scientific and technical merit of applications for federal funding. Supports Peer Review process by performing technical writing/editings. Performs technical writing and research to prepare briefings, research proposal summaries, manuals, and other contract deliverables. Organizes material for documentation preparation. Performs subject matter research as required. Takes minutes at meetings. Produces interoffice memos. Produces correspondence. Explains in simple language scientific and technical ideas that are difficult for the average reader to understand. Uses a variety of word processing, spreadsheet, graphics, and scheduling tools applications. Meets with authors and other team representatives to review documents, compile inputs/corrections, resolve incompatible comments, and provide final publishable documentation. Complies with all Section 508 requirements. Manages the technical writing and research process and supervises other staff and reviews their final output.

Substitution Policy: PhD and 8 years
Bachelors and 12 years
Associates and 14 years

High School and 16 years

Meeting/Event Planner I
Years of Experience: 2
Minimum Education: High School

Functional Description: Plans and organizes live or virtual meetings and events. Develops events specifications and goals, and creates an event workplan. Implements an event strategy to achieve objectives. Researches and recommends event venues. Coordinates meeting logistics, including attendee registration, transportation, accommodations, meals, and technology. Conducts rehearsals and system checks of all equipment and connectivity. Establishes relationships with vendors for event support services. Coordinates budget planning and ensures that events stay within cost projections. May assist more senior event planners in planning larger or more complex events.

Substitution Policy: Associates or higher and 0 years

Meeting/Event Planner II
Years of Experience: 4
Minimum Education: High School

Functional Description: Plans and organizes live or virtual meetings and events. Develops events specifications and goals, and creates an event workplan. Implements an event strategy to achieve objectives. Researches and recommends event venues. Coordinates meeting logistics, including attendee registration, transportation, accommodations, meals, and technology. Conducts rehearsals and system checks of all equipment and connectivity. Establishes relationships with vendors for event support services. Coordinates budget planning and ensures that events stay within cost projections. May assist more senior event planners in planning larger or more complex events. Manages meeting documentation and prepares premeeting logistics information.

Substitution Policy: Bachelors or higher and 0 years
Associates and 2 years

Meeting/Event Planner III
Years of Experience: 6
Minimum Education: High School

Functional Description: Plans and organizes live or virtual meetings and events. Develops events specifications and goals, and creates an event workplan. Implements an event strategy to achieve objectives. Researches and recommends event venues. Coordinates meeting logistics, including attendee registration, transportation, accommodations, meals, and technology. Conducts rehearsals and system checks of all equipment and connectivity. Establishes relationships with vendors for event support services. Coordinates budget planning and ensures that events stay within cost projections. Assist more senior event planners in planning larger or more complex events. Negotiates with vendors for needed services. Anticipates disruptions and establishes backup plans. Distributes findings and recommendations.

Substitution Policy: Masters or higher and 0 years
Bachelors and 2 years
Associates and 4 years

Meeting/Event Planner IV

Years of Experience: 10
Minimum Education: High School

Functional Description: Works independently with minimal supervsion from Project Director. Plans and organizes live or virtual meetings and events. Develops events specifications and goals, and creates an event workplan. Implements an event strategy to achieve objectives. Researches and recommends event venues. Coordinates meeting logistics, including attendee registration, transportation, accommodations, meals, and technology. Conducts rehearsals and system checks of all equipment and connectivity. Establishes relationships with vendors for event support services. Coordinates budget planning and ensures that events stay within cost projections. Definines and anticipates problems, mapping approaches, and achieving meeting objectives.

Substitution Policy: PhD and 2 years
Masters and 4 years
Bachelors and 6 years
Associates and 8 years

Public Health Analyst I
Years of Experience: 2
Minimum Education: Bachelors

Functional Description: Researches and forms solutions to public health issues. Responsible for providing information and materials about public health topics. Collect and analyze large amounts of quantitative and qualitative data, study the effectiveness of public health policies and services, measure health outcomes and assess community needs. Assists with process improvements and methodologies and principles for modernization of systems and projects. Analyzes project requirements. Evaluates problems related to mission-oriented project objectives. Helps develop plans to meet project objectives.

Substitution Policy:
Masters or higher and 0 years
Associates and 4 years
High School and 6 years

Public Health Analyst II
Years of Experience: 4
Minimum Education: Bachelors

Functional Description: Researches and forms solutions to public health issues. Responsible for providing information and materials about public health topics. Collect and analyze large amounts of quantitative and qualitative data, study the effectiveness of public health policies and services, measure health outcomes and assess community needs. Assists with process improvements and methodologies and principles for modernization of systems and projects. Analyzes project requirements. Evaluates problems related to mission-oriented project objectives. Anticipates future project needs and develops new project objectives.

Substitution Policy: PhD and 0 years
Masters and 2 years
Associates and 6 years
High School and 8 years

Public Health Analyst III
Years of Experience: 6

Minimum Education: Bachelors

Functional Description: Researches and forms solutions to public health issues. Responsible for providing information and materials about public health topics. Collect and analyze large amounts of quantitative and qualitative data, study the effectiveness of public health policies and services, measure health outcomes and assess community needs. Assists with process improvements and methodologies and principles for modernization of systems and projects. Analyzes project requirements. Evaluates problems related to mission-oriented project objectives.Develops plans to meet project objectives. Performs complex business project objectives analysis, anticipates future project needs, conducts business, management and strategy analysis support functions.

Substitution Policy: PhD and 2 years
Masters and 4 years
Associates and 8 years
High School and 10 years

Public Health Analyst IV
Years of Experience: 8
Minimum Education: Bachelors

Functional Description: Researches and forms solutions to public health issues. Responsible for providing information and materials about public health topics. Collect and analyze large amounts of quantitative and qualitative data, study the effectiveness of public health policies and services, measure health outcomes and assess community needs. Assists with process improvements and methodologies and principles for modernization of systems and projects. Analyzes project requirements. Evaluates problems related to mission-oriented project objectives. Develops plans to meet project objectives. Reviews and recommends policy related to improving project life cycle. Manages staff to accomplish mission-oriented project objectives, typically requires managerial experience.

Substitution Policy: PhD and 4 years
Masters and 6 years
Associates and 10 years
High School and 12 years

Admistrative Assistant I**
Years of Experience: 4
Minimum Education: High School

Functional Description: Provides administrative support in a variety of functions to an individual, team, department or another group in an organization. Collects, reviews and analyzes data and prepares reports, charts, budgets, and other presentation materials. Responds to or routes routine inquiries from external or internal sources with own correspondence or other messaging. Schedules and coordinates meetings, travel, and other group activities. May be responsible for creating reports and distributing on a regular schedule. Has advanced word processing, spreadsheet, and graphics software skills.

Substitution Policy: Bachelors or higher and 0 years
Associates and 2 years

Senior Administrative Assistant**
Years of Experience: 10
Minimum Education: Associates

Functional Description: Provides administrative support in a variety of functions to an individual, team, department or another group in an organization. Collects, reviews and analyzes data and prepares reports, charts, budgets, and other presentation materials. Responds to or routes routine inquiries from external or internal sources with own correspondence or other messaging. Schedules and coordinates meetings, travel, and other group activities. May be responsible for creating reports and distributing on a regular schedule. Has advanced word processing, spreadsheet, and graphics software skills. Gaining or has attained full proficiency in a specific area of discipline. Works under moderate supervision.

Substitution Policy: PhD and 4 years
Masters and 6 years
Bachelors and 8 years
High School and 12 years

Medical Records Clerk**
Years of Experience: 3
Minimum Education: Associates

Functional Description: Organizes, files, and retrieves patient medical records. Performs data entry, file maintenance, and other clerical processes. Follows established policies and procedures to ensure effective and compliant record management. Fulfills information requests for retrieval and printing of medical records from storage or archives. Ensures the privacy and security of all patient records. Works under moderate supervision. Gaining or has attained full proficiency in a specific area of discipline.

Substitution Policy:
Masters or higher and 0 years
Bachelors and 1 year
High School and 5 years

Principal - Level 1
Years of Experience: 14
Minimum Education: Masters

Functional Description: Corporate manager responsible for analyzing, planning, directing, and coordinating activities of designated projects and organizations within the business. Ensures that goals and objectives of those projects and organizations are accomplished within prescribed time frames and budgets. Provides management, organizational, performance management, and process improvement services that include planning and strategies, regulatory compliance, business analysis and optimization, risk management, knowledge management, and communications.

Substitution Policy: PhD and 12 years
Bachelors and 16 years
Associates and 18 years
High School and 20 years

Principal - Level 2
Years of Experience: 18
Minimum Education: Masters

Functional Description: Corporate manager responsible for analyzing, planning, directing, and coordinating activities of designated projects and organizations within the business. Ensures that goals and

objectives of those projects and organizations are accomplished within prescribed time frames and budgets. Provides management, organizational, performance management, and process improvement services that include planning and strategies, regulatory compliance, business analysis and optimization, risk management, knowledge management, and communications. Responsible for the oversight of larger teams and more complex projects. Typically this is an executive level position.

Substitution Policy: PhD and 16 years
Bachelors and 20 years
Associates and 22 years
High School and 24 years