GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST

341 Broadway St., STE 302
Chico, CA 95928
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A1MSolutions.com

Contract Number: 47QTCA21D006V
Solicitation No 47QSMD20R0001 for Multiple Award Schedule (MAS)

Special Item Number 54151S - Information Technology Professional Services
Business Size/Classification – small disadvantaged, woman owned small business

Period Covered by Contract: March 19, 2021 +5 years
General Services Administration
Federal Acquisition Service

Effective Dates/Period Covered: March 19, 2021 through March 18, 2026
Last Modification: #A815 dated March 20, 2021

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 GSAAvantage®, a menu-driven database system.
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CUSTOMER INFORMATION

1a. Table of awarded special item numbers with appropriate cross-reference to item descriptions and awarded prices.
   Special Item Number 54151S - Information Technology Professional Services
   Special Item Number – Order Level Materials (OLM)

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 Approved GSA Pricing

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.
   Hourly rates are not applicable.

2. Maximum order.
   $500,000

3. Minimum order.
   $100

4. Geographic coverage.
   The Geographic Scope of Contract will be domestic.

5. Point of production.
   N/A

6. Discount from list prices or statement of net price.
   Prices shown are Government NET Prices; discounts have been deducted.

7. Quantity/volume discounts.
   Additional 1% discount on Single Task Orders over $500,000.

8. Prompt payment terms.
   0% - net 30 days from receipt of invoice or date of acceptance, whichever is later.
   1% - net 10 days from receipt of invoice or date of acceptance, whichever is later.

9a. The Government purchase Card will be accepted for payment on orders below the micro-purchase threshold.
9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: Will accept over the micropurchase threshold

10. Foreign items.
   *None*

11a. Time of delivery.

<table>
<thead>
<tr>
<th>SPECIAL ITEM NUMBER</th>
<th>DELIVERY TIME (Days ARO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>As Negotiated</td>
</tr>
</tbody>
</table>

11b. Expedited Delivery. The Contractor will insert the sentence “Items available for expedited delivery are noted in this price list.” under this heading. The Contractor may use a symbol of its choosing to highlight items in its price lists that have expedited delivery.
   *As negotiated on the task order level.*

11c. Overnight and 2-day delivery. The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery.
   *As negotiated on the task order level.*

11d. Urgent Requirements. The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the Contractor’s representative to effect a faster delivery.
   *As negotiated on the task order level.*

12. F.O.B. point.
   *Destination*

13a. Ordering address.
   *A1M Solutions, Inc*
   *341 Broadway St., STE 302*
   *Chico, CA 95928*
   *530.828.0695*

13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s) are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. Payment address.
   *A1M Solutions, Inc*
   *341 Broadway St., STE 302*
   *Chico, CA 95928*
   *530.828.0695*

15. Warranty provision.
16. Export packing charges, if applicable. 
   Not Applicable

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level).
   None

18. Terms and conditions of rental, maintenance, and repair are not applicable.

19. Terms and conditions of installation are not applicable.

20. Terms and conditions of repair parts are not applicable.

20a. Terms and conditions for any other services.
   See critical information section for SIN/NAICS Code specific warranty information.

21. List of service and distribution points:
   Same as company address

22. List of participating dealers is not applicable.

23. Preventive maintenance is not applicable.

24a. Special attributes such as environmental attributes are not applicable.

24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor’s website or other location.) The EIT standards can be found at: www.Section508.gov/.

25. Data Universal Number System (DUNS) number: 081060921

26. Notification regarding registration in SAM.gov database: Registered

27. Cage Code: 81NC7

28. Business Size/Classification: Small disadvantaged business; woman owned business
ABOUT A1M SOLUTIONS

WHO WE ARE
A1M Solutions is a small, woman-owned company supporting government programs that promote better health outcomes for all American people. We specialize in design, product, and data work that informs - and is informed by – deep policy and domain insight. We choose projects that will benefit our customers, partners, employees, and communities. Our work is backed by values of authenticity, integrity, and empathy.

WHAT WE DO
We combine cross-disciplinary technical skills with government healthcare program insight to deliver immediate value and benefit the entire government ecosystem over the long term. We design, lead, build, and deliver with maintainability, reusability, and sustainability in mind. We coach and train those we work with so progress can continue.

User Experience Design and Research
We bring a commitment to human-centered design (HCD), a wide range of hands-on skills, and a commitment to continuous research, learning, and iterative improvement.

- We pair user interface and experience design with empathy and systems thinking to build simple, reusable solutions to big challenges.
- Our content strategy applies user research and domain expertise to content structure, development and governance.
- Clear, accessible communication and visual design is our end goal.
- We practice service design to orchestrate interactions among processes, systems and tools.
- We lead, guide and coach teams from kickoff through final transition, working closely with developers and product owners.

Our services include usability testing, discovery research, prototyping, implementation, workshop facilitation, and more.

Product Management and Strategy
Our product leadership is informed by human-centered design principles. With open communication and a focus on objectives, we lead teams through effective agile project planning and delivery.

- We tailor scrum, kanban, SAFe and other agile methods to project needs, iterating and changing our practices through retrospectives and post-mortems.
- We build strong collaborative relationships to produce shared vision and strategy.
- We track metrics and hold frequent demos to hold our teams accountable.
- We strive to deliver value that exceeds the effort needed to reach success.
- While focused on immediate results, we emphasize organizational change, operational planning, and capacity building in the long term.
Policy & Domain Insight

We believe that learning from the past is crucial to building tomorrow’s systems, processes, and programs.

- Our deep knowledge of government healthcare policy and programs builds trust with our partners so that we can transform legacy systems to meet new objectives.
- With our understanding of how policy changes affect government programs and operations, we uncover viable opportunities for programs and systems.
- Knowledge of policy requirements and historical lessons learned means that our recommendations are targeted, immediately usable, and expedite meaningful results.
- Combining writing and policy expertise helps us craft and revise accurate, plain-language content that meets requirements.

Educated engagement with the mission and goals of government healthcare programs fuels our curiosity and sense of purpose.

Data Management

Good decision-making relies on high quality data. We use human-centered design methods to improve how the government collects, publishes, shares, and analyses data.

- We make datasets not just open but discoverable and accessible by considering the entire ecosystem of data collection, storage, and use
- We improve data quality by co-designing stewardship and governance processes with those engaged in them
- We combine deep engagement with policy needs along with agile design to make sure policy analysts have the resources they need answer critical questions.
- We lower the burden for submitters by designing friendly documentation and support along with usable applications.

A commitment to understanding what audiences need helps agencies get better data, not just more data — which leads to better outcomes for all.

Coaching and Training

Our dedication to making lasting improvements for the people and environments we touch means we conduct our work in a way that supports and guides others. We also offer specific training for those looking to improve their skills.

- We provide training materials and tailored coaching in HCD best practices that help teams tackle broad problem solving, content issues, design development, data strategy, and more.
- Our training is rooted in practical application—we mesh our domain expertise and HCD insights to coach folks in real-world work scenarios that affect their daily work lives.
- We create tailored approaches to meet the specific needs of our audiences, ensuring that we are operating at a level that respects their expertise and current understanding of training concepts.
## OUR PRINCIPLES
Our principles guide how we do work and keep us focused on our mission and values.

<table>
<thead>
<tr>
<th>A1M Principle</th>
<th>Description</th>
<th>How does this apply to the work we do?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building sustainable change</td>
<td><em>We cultivate transformation that endures long after our involvement</em></td>
<td>• We select projects that drive towards sustainable health outcomes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We design, build, create, and deliver with sustainability and durability in mind.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We coach and train those we work with so progress can continue.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We deliver value that exceeds the effort (time and energy) needed to reach successful outcomes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We create documentation and organize information so that it is easy to find and understand.</td>
</tr>
<tr>
<td>Working for the betterment of the whole</td>
<td><em>We advance collaboration and build strong connections that benefit the entire ecosystem</em></td>
<td>• We leave a project better than when we arrived.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We identify surplus and connect it with areas of need.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We cultivate relationships rooted in collaboration rather than competition.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We create connections to disseminate information to those who need it.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We specialize in limited disciplines and find mission driven partners to bring expertise we do not have.</td>
</tr>
<tr>
<td>Bridging the past to the future</td>
<td><em>We address today’s needs by learning from the past and adapting for the future</em></td>
<td>• We begin our work by studying, learning, and applying lessons from previous efforts.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We bring curiosity and initiative to all that we do.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We look for ways to revive and repurpose (rather than recreate).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We intentionally embed policy and domain expertise into our agile teams to explain the past and inform the future.</td>
</tr>
<tr>
<td>A1M Principle</td>
<td>Description</td>
<td>How does this apply to the work we do?</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Optimizing rather than maximizing</td>
<td><em>We work with focus, making deliberate choices about our commitments</em></td>
<td>• We make decisions that enrich our communities, not our bottom line.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We focus on producing high quality services and outcomes rather than high quantity outputs.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• We know that creating equity starts with welcoming and actively including diverse voices to our work.</td>
</tr>
</tbody>
</table>
TERMS AND CONDITIONS APPLICABLE TO SIN 54151S

1. SCOPE
   a. The prices, terms and conditions stated under Special Item Number 54151S Information Technology Professional Services apply exclusively to IT Professional Services within the scope of this Information Technology Schedule.
   b. The Contractor shall provide services at the Contractor’s facility and/or at the ordering activity location, as agreed to by the Contractor and the ordering activity.

2. PERFORMANCE INCENTIVES I-FSS-60 Performance Incentives (April 2000)
   a. Performance incentives may be agreed upon between the Contractor and the ordering activity on individual fixed price orders or Blanket Purchase Agreements under this contract.
   b. The ordering activity must establish a maximum performance incentive price for these services and/or total solutions on individual orders or Blanket Purchase Agreements.
   c. Incentives should be designed to relate results achieved by the contractor to specified targets. To the maximum extent practicable, ordering activities shall consider establishing incentives where performance is critical to the ordering activity’s mission and incentives are likely to motivate the contractor. Incentives shall be based on objectively measurable tasks.

3. ORDER
   a. Agencies may use written orders, EDI orders, blanket purchase agreements, individual purchase orders, or task orders for ordering services under this contract. Blanket Purchase Agreements shall not extend beyond the end of the contract period; all services and delivery shall be made and the contract terms and conditions shall continue in effect until the completion of the order. Orders for tasks which extend beyond the fiscal year for which funds are available shall include FAR 52.232-19 (Deviation – May 2003) Availability of Funds for the Next Fiscal Year. The purchase order shall specify the availability of funds and the period for which funds are available.
   b. All task orders are subject to the terms and conditions of the contract. In the event of conflict between a task order and the contract, the contract will take precedence.

4. PERFORMANCE OF SERVICES
   a. The Contractor shall commence performance of services on the date agreed to by the Contractor and the ordering activity.
   a. The Contractor agrees to render services only during normal working hours, unless otherwise agreed to by the Contractor and the ordering activity.
   b. The ordering activity should include the criteria for satisfactory completion for each task in the Statement of Work or Delivery Order. Services shall be completed in a good and workmanlike manner.
   c. Any Contractor travel required in the performance of IT Services must comply with the Federal Travel Regulation or Joint Travel Regulations, as applicable, in effect on the date(s) the travel is performed. Established Federal Government per diem rates will apply to all Contractor travel. Contractors cannot use GSA city pair contracts.
5. STOP-WORK ORDER (FAR 52.242-15) (AUG 1989)

a. The Contracting Officer may, at any time, by written order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this contract for a period of 90 days after the order is delivered to the Contractor, and for any further period to which the parties may agree. The order shall be specifically identified as a stop-work order issued under this clause. Upon receipt of the order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the order during the period of work stoppage. Within a period of 90 days after a stop-work order is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the Contracting Officer shall either-

1) Cancel the stop-work order; or

2) Terminate the work covered by the order as provided in the Default, or the Termination for Convenience of the Government, clause of this contract.

b. If a stop-work order issued under this clause is canceled or the period of the order or any extension thereof expires, the Contractor shall resume work. The Contracting Officer shall make an equitable adjustment in the delivery schedule or contract price, or both, and the contract shall be modified, in writing, accordingly, if-

1) The stop-work order results in an increase in the time required for, or in the Contractor’s cost properly allocable to, the performance of any part of this contract; and

2) The Contractor asserts its right to the adjustment within 30 days after the end of the period of work stoppage; provided, that, if the Contracting Officer decides the facts justify the action, the Contracting Officer may receive and act upon the claim submitted at any time before final payment under this contract.

c. If a stop-work order is not canceled and the work covered by the order is terminated for the convenience of the Government, the Contracting Officer shall allow reasonable costs resulting from the stop-work order in arriving at the termination settlement.

d. If a stop-work order is not canceled and the work covered by the order is terminated for default, the Contracting Officer shall allow, by equitable adjustment or otherwise, reasonable costs resulting from the stop-work order.

6. INSPECTION OF SERVICES


7. RESPONSIBILITIES OF THE CONTRACTOR

The Contractor shall comply with all laws, ordinances, and regulations (Federal, State, City, or otherwise) covering work of this character. If the end product of a task order is software, then FAR 52.227-14 (Dec 2007) Rights in Data – General, may apply.
8. RESPONSIBILITIES OF THE ORDERING ACTIVITY

Subject to security regulations, the ordering activity shall permit Contractor access to all facilities necessary to perform the requisite IT Professional Services.

9. INDEPENDENT CONTRACTOR

All IT Professional Services performed by the Contractor under the terms of this contract shall be as an independent Contractor, and not as an agent or employee of the ordering activity.

10. ORGANIZATIONAL CONFLICTS OF INTEREST

a. Definitions.
   - “Contractor” means the person, firm, unincorporated association, joint venture, partnership, or corporation that is a party to this contract.
   - “Contractor and its affiliates” and “Contractor or its affiliates” refers to the Contractor, its chief executives, directors, officers, subsidiaries, affiliates, subcontractors at any tier, and consultants and any joint venture involving the Contractor, any entity into or with which the Contractor subsequently merges or affiliates, or any other successor or assignee of the Contractor.
   - An “Organizational conflict of interest” exists when the nature of the work to be performed under a proposed ordering activity contract, without some restriction on ordering activities by the Contractor and its affiliates, may either (i) result in an unfair competitive advantage to the Contractor or its affiliates or (ii) impair the Contractor’s or its affiliates’ objectivity in performing contract work.

b. To avoid an organizational or financial conflict of interest and to avoid prejudicing the best interests of the ordering activity, ordering activities may place restrictions on the Contractors, its affiliates, chief executives, directors, subsidiaries and subcontractors at any tier when placing orders against schedule contracts. Such restrictions shall be consistent with FAR 9.505 and shall be designed to avoid, neutralize, or mitigate organizational conflicts of interest that might otherwise exist in situations related to individual orders placed against the schedule contract. Examples of situations, which may require restrictions, are provided at FAR 9.508.

11. INVOICES

The Contractor, upon completion of the work ordered, shall submit invoices for IT Professional Services. Progress payments may be authorized by the ordering activity on individual orders if appropriate. Progress payments shall be based upon completion of defined milestones or interim products. Invoices shall be submitted monthly for recurring services performed during the preceding month.

12. PAYMENTS

For firm-fixed price orders the ordering activity shall pay the Contractor, upon submission of proper invoices or vouchers, the prices stipulated in this contract for service rendered and accepted. Progress payments shall be made only when authorized by the order. For time-and-materials orders, the Payments under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (MAR 2009) (ALTERNATE I – OCT 2008) (DEVIATION I – FEB 2007) applies to time-and-materials orders placed under this contract. For labor-hour orders, the Payment under Time-and-

(a) The Government contemplates award of a Time-and-Materials or Labor-Hour type of contract resulting from this solicitation.

(b) The offeror must specify fixed hourly rates in its offer that include wages, overhead, general and administrative expenses, and profit. The offeror must specify whether the fixed hourly rate for each labor category applies to labor performed by—

(1) The offeror;
(2) Subcontractors; and/or
(3) Divisions, subsidiaries, or affiliates of the offeror under a common control.

13. RESUMES

Resumes shall be provided to the GSA Contracting Officer or the user ordering activity upon request.

14. INCIDENTAL SUPPORT COSTS

Incidental support costs are available outside the scope of this contract. The costs will be negotiated separately with the ordering activity in accordance with the guidelines set forth in the FAR.

15. APPROVAL OF SUBCONTRACTS

The ordering activity may require that the Contractor receive, from the ordering activity's Contracting Officer, written consent before placing any subcontract for furnishing any of the work called for in a task order.

16. DESCRIPTION OF IT PROFESSIONAL SERVICES AND PRICING

a. The Contractor shall provide a description of each type of IT Service offered under Special Item Numbers 54151S IT Professional Services should be presented in the same manner as the Contractor sells to its commercial and other ordering activity customers. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles (labor categories) for those individuals who will perform the service should be provided.

b. Pricing for all IT Professional Services shall be in accordance with the Contractor’s customary commercial practices; e.g., hourly rates, monthly rates, term rates, and/or fixed prices, minimum general experience and minimum education. The following is an example of the manner in which the description of a commercial job title should be presented:

- EXAMPLE: Commercial Job Title: System Engineer
- Minimum/General Experience: Three (3) years of technical experience which applies to systems analysis and design techniques for complex computer systems. Requires competence in all phases of systems analysis techniques, concepts and methods; also requires knowledge of available hardware, system software, input/output devices, structure and management practices.
• Functional Responsibility: Guides users in formulating requirements, advises alternative approaches, conducts feasibility studies.
• Minimum Education: Bachelor’s Degree in Computer Science
GSA PRICING

5 Year Price Escalation at 2.5% Annually (with IFF included)

<table>
<thead>
<tr>
<th>SIN</th>
<th>Labor Category</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>UX Designer</td>
<td>$122.44</td>
<td>$125.50</td>
<td>$128.63</td>
<td>$131.85</td>
<td>$135.15</td>
</tr>
<tr>
<td>54151S</td>
<td>Sr. UI/UX Designer</td>
<td>$131.85</td>
<td>$135.15</td>
<td>$138.53</td>
<td>$141.99</td>
<td>$145.54</td>
</tr>
<tr>
<td>54151S</td>
<td>Sr. Visual Designer</td>
<td>$134.00</td>
<td>$137.35</td>
<td>$140.78</td>
<td>$144.30</td>
<td>$147.91</td>
</tr>
<tr>
<td>54151S</td>
<td>Sr. Product Strategist</td>
<td>$159.97</td>
<td>$163.97</td>
<td>$168.07</td>
<td>$172.27</td>
<td>$176.58</td>
</tr>
<tr>
<td>54151S</td>
<td>Sr. Policy Strategist</td>
<td>$160.29</td>
<td>$164.30</td>
<td>$168.40</td>
<td>$172.61</td>
<td>$176.93</td>
</tr>
<tr>
<td>54151S</td>
<td>Sr. Technical Content Strategist</td>
<td>$160.29</td>
<td>$164.30</td>
<td>$168.40</td>
<td>$172.61</td>
<td>$176.93</td>
</tr>
<tr>
<td>54151S</td>
<td>Subject Matter Expert II</td>
<td>$155.09</td>
<td>$158.97</td>
<td>$162.94</td>
<td>$167.02</td>
<td>$171.19</td>
</tr>
<tr>
<td>54151S</td>
<td>Sr. Consultant</td>
<td>$215.35</td>
<td>$220.74</td>
<td>$226.26</td>
<td>$231.91</td>
<td>$237.71</td>
</tr>
<tr>
<td>54151S</td>
<td>Principal Consultant</td>
<td>$239.28</td>
<td>$245.26</td>
<td>$251.39</td>
<td>$257.68</td>
<td>$264.12</td>
</tr>
<tr>
<td>54151S</td>
<td>Principal Digital Services Consultant</td>
<td>$239.28</td>
<td>$245.26</td>
<td>$251.39</td>
<td>$257.68</td>
<td>$264.12</td>
</tr>
</tbody>
</table>
# LABOR CATEGORY DESCRIPTIONS

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>Description</th>
<th>Minimum Education</th>
<th>Minimum Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>UX Designer</td>
<td>Employs user research and other forms of qualitative or quantitative inquiry to define user experience (UX) or business requirements for systems or services. Recommends improvements and generates visual or written specifications such as wireframes, navigation maps, user flows, or design plans. Communicates rationale of improvements and/or changes to stakeholders. Works with cross-functional teams to implement changes. Supports the business needs of the solution being implemented. May perform other duties as assigned. Works under immediate supervision and guidance.</td>
<td>Bachelor’s Degree or equivalent years of experience</td>
<td>4 years+</td>
</tr>
<tr>
<td>Sr. UI/UX Designer</td>
<td>Employs user research and other forms of qualitative or quantitative inquiry to define user experience (UX) or business requirements for systems or services. Recommends improvements and generates visual or written specifications such as wireframes, navigation maps, user flows, or design plans. Communicates rationale of improvements and/or changes to stakeholders. Works with cross-functional teams to implement changes. Supports the business needs of the solution being implemented. May perform other duties as assigned. Works largely independently with occasional guidance and may provide leadership or guidance to peers or team members.</td>
<td>Bachelor’s Degree or equivalent years of experience</td>
<td>8 years +</td>
</tr>
<tr>
<td>Sr. Visual Designer</td>
<td>Works with teams and clients to investigate, define, create, and manage visual identities and design systems. Visual designers also work with user experience researchers to teach, participate in, and sometimes lead usability testing and user-centered design. They work closely with content designers and engineers to develop interactive experiences that treat all aspects of the experience as essential. Supports the business needs of the solution being implemented. May perform other duties as assigned. Works largely independently with occasional guidance and may provide leadership or guidance to peers or team members.</td>
<td>Bachelor’s Degree or equivalent years of experience</td>
<td>8 years +</td>
</tr>
<tr>
<td>Sr. Product Strategist</td>
<td>Sets vision, coordinates with stakeholders, prioritize work, decide on trade-offs, understand user experience, plan how the product integrates with overall user experience &amp; information architecture. Works largely independently with occasional guidance and may provide leadership or guidance to peers or team members.</td>
<td>Bachelor’s Degree or equivalent years of experience</td>
<td>8 years +</td>
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<td>Labor Category</td>
<td>Description</td>
<td>Minimum Education</td>
<td>Minimum Experience</td>
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<td>Sr. Policy Strategist</td>
<td>Advise on policy/regulatory implications of programmatic and/or technical decisions. Recommends solutions that takes into account policy requirements and/or end users of policy. Demonstrates how to interpret and implement policy pertaining to the specific assigned project. Understands how policy shapes the direction of the customer’s organization. Works largely independently with occasional guidance and may provide leadership or guidance to peers or team members.</td>
<td>Bachelor’s Degree or equivalent years of experience</td>
<td>8 years +</td>
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<tr>
<td>Sr. Technical Content Strategist</td>
<td>Works in a highly integrated team to develop content strategies. Helps clients interpret research findings and/or analytics to inform content decisions. Audits and analyzes content in order to make informed strategic recommendations. May create workflows and oversees development of content. Updates and/or creates content for websites, applications and/or technical documents. Makes recommendations for messaging; creates style guides. Works largely independently with occasional guidance and may provide leadership or guidance to peers or team members.</td>
<td>Bachelor’s Degree or equivalent years of experience</td>
<td>8 years +</td>
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<td>Sr. Consultant</td>
<td>Provides the overall approach to envision desired future on program and/or initiative. Trains/coaches on organizational change management and other business management operations. Assists in developing mission and vision statements, subsequent goal delineation, provides guidance for building operational plans and specifying measurable outcomes to include capital outlay planning efforts in a consolidated strategic planning process and prioritizes those initiatives. Works largely independently with occasional guidance and may provide leadership or guidance to peers or team members.</td>
<td>Bachelor’s Degree or equivalent years of experience</td>
<td>8 years +</td>
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<td>Principal Consultant</td>
<td>Provides leadership and guidance on complex projects or programs, including team coordination and reporting. Provides the overall approach to clarify mission statements so they can be used as springboards in envisioning their desired future. Trains/coaches on organizational change management and other business management operations. Assists in developing mission and vision statements, subsequent goal delineation, provides guidance for building operational plans and specifying measurable outcomes.</td>
<td>Master’s Degree or equivalent years of experience</td>
<td>10 years +</td>
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<td>Principal Digital Services Consultant</td>
<td>Provides strategic direction on digital service practices (including transformation, organizational change management, research and design). Provides solution</td>
<td>Master’s Degree or equivalent</td>
<td>10 years +</td>
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<td>Labor Category</td>
<td>Description</td>
<td>Minimum Education</td>
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<tr>
<td>Subject Matter Expert II</td>
<td>Provides expert level insight on specialties such as policy, program, research, design, product and or data. Provide technical knowledge and expertise to highly specialized environment, high-level functional systems analysis, design, integration, documentation and implementation advice on very complex problems that require an appropriate level of knowledge of the subject matter for effective implementation. Apply principles, methods and knowledge of the functional area of capability to specific task order requirements, and methods to extremely difficult and narrowly defined technical problems. Perform an “as-is” state assessment and identify areas for further improvement. Direct others with the preparation of recommendations for improvements, optimization, development, and/or maintenance efforts. Demonstrate exceptional oral and written communication skills. May be asked to function in a supervisory role.</td>
<td>Bachelor’s Degree or equivalent years of experience</td>
<td>8 years +</td>
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<td>architecture on modern technologies and solutions. Trains/coaches on organizational change management and other business management operations pertaining to digital services. Assists in developing mission and vision statements, subsequent goal delineation, provides guidance for building operational plans and specifying measurable outcomes to include capital outlay planning efforts in a consolidated strategic planning process and prioritizes those initiatives.</td>
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EDUCATION/EXPERIENCE SUBSTITUTIONS

The Vendor offers only the personnel who meet or exceed the minimum qualification requirements stated in the Commercial Labor Category Descriptions provided herein. Vendor allows experience to substitute for minimum education requirements and education to substitute for minimum years of experience. Vendor criteria for substitution are as follows:

- **Education:** An associate degree will equal 2 years of experience. A relevant bachelor’s degree will equal 4 years of experience. A relevant Master’s Degree will equal 6 years of experience. A Doctorate will equal 8 years of experience.

- **Experience:** For every year of full-time specific and relevant field experience, the person shall be credited with one year of degree qualifications toward the values stated in the labor category descriptions.

- **GSA and/or the ordering activities may have access to any employee resume (by request) before, during, or after assignment of any GSA order. If for some extenuating reason a person assigned to an order must be replaced or substituted, the ordering activity will be notified in advance, in writing, and the substituted personnel will meet or exceed the required qualifications for the departing employee’s labor category.**