

GENERAL SERVICES ADMINISTRATION
Federal Supply Service
Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The INTERNET address GSA Advantage! is: GSAAdvantage.gov.

Professional Services Schedule

Contract Number: GS-00F-010CA
Contract Period: 12/24/2014 thru 12/23/2019

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at fss.gsa.gov.



ICF Incorporated, LLC
9300 Lee Highway
Fairfax, VA 22031

Business Size: Large Business

703-934-3632
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About ICF International

ICF's core business lies in tackling society's toughest problems. Since we were founded in 1969, we've helped public- and private-sector clients overcome challenges in:

- Energy, environment, and transportation
- Health, education, and social programs
- Defense and homeland security

Today, more than 5,000 ICF consultants assist clients worldwide to bring about positive change. We produce measurable results through our Advise-Implement-Improve paradigm:

Advise—We help analyze the challenges clients face—policy-related, regulatory, technical, and otherwise—and develop appropriate responses. Our advisory and management consulting services include needs and market assessments, policy analysis, strategy and concept development, change management strategy, and program design.

Implement—We implement and manage technological, organizational, operational, and management solutions, often based on the results of our advisory services. Our implementation services include IT solutions, project and program management, process optimization, strategic communications, and training, as well as implementation of large transaction-based programs.

Improve—We help clients increase the efficiency and effectiveness of programs through research and evaluation, continuous improvement initiatives, performance management, benchmarking, and return-on-investment analyses. Both nimble and rigorous, ICF brings the right scale and right resources to every project. Clients appreciate our capacity to determine what works, our ability to demonstrate effectiveness, and our commitment to staying ahead of trends.

Distinguished across domains

ICF brings clients a distinctive combination of program and technical expertise. Content experts in our core market domains translate their experience and insight into effective solutions to our clients' most pressing challenges. Our staff includes more than 900 professionals committed to environmental and transportation issues, more than 600 with expertise in energy topics, more than 1,400 helping to improve health, education and social programs, and more than 400 experienced in defense and homeland security issues.

This domain-based expertise is enriched by in-house technical skills in IT management and solutions, research and evaluation, program management, organizational learning and performance, and strategic communications. And our multidisciplinary team approach ensures clients benefit from our collective strengths as well as from our individual abilities.

1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers:

SIN	Recovery	SIN Description
C871-1	C871-1RC	Strategic Planning for Technology Programs/Activities
C871-2	C871-2RC	Concept Development and Requirements Analysis
C871-3	C871-3RC	System Design, Engineering and Integration
C871-4	C871-4RC	Test and Evaluation Services
C871-5	C871-5RC	Integrated Logistics Support
C871-6	C871-6RC	Acquisition and Life Cycle Management
C874-1	C874-1RC	Integrated Consulting Services
C874-4	C874-4RC	Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships
C874-6	C874-6RC	Acquisition Management Support
C874-7	C874-7RC	Integrated Business Program Support Services
C520-2	C520-2RC	Transaction Specialist
C520-13	C520-13RC	Complementary Financial Management Services
C520-22	C520-22RC	Grants Management Support Services
C899-1	C899-1RC	Environmental Consulting Services
C899-3	C899-3RC	Environmental Training Services
C541 1	C541 1RC	Advertising Services
C541 1000	C541 1000RC	Other Direct Costs (ODCs)
C541 2	C541 2RC	Public Relations Services
C541 4A	C541 4ARC	Market Research and Analysis)
C541 4B	C541 4BRC	Video/Film Production
C541 4C	C541 4CRC	Exhibit Design and Implementation Services
C541 5	C541 5RC	Integrated Marketing Services

1b. Pricelist: Included

2. Maximum Order: \$1,000,000.00. For orders in excess of \$1,000,000, which may be placed, please contact ICF Incorporated, L.L.C. for additional information.

3. Minimum Order: \$100.

4. Geographic Coverage (delivery Area): Domestic only

5. Point(s) of production (city, county, and state or foreign country): Same as company address

6. Discount from list prices or statement of net price: Government net prices (discounts already deducted). See Attachment.

7. Quantity discounts: 2% on orders equal to or exceeding \$1 million

8. Prompt payment terms: Net 30 days

9a. Notification that Government purchase cards are accepted up to the micro-purchase threshold: Yes

9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: Yes

10. Foreign items: None

11a. Time of Delivery: Specified on the Task Order

11b. Expedited Delivery. Contact Contractor

11c. Overnight and 2-day delivery. Contact Contractor

11d. Urgent Requirements. Contact Contractor

12. F.O.B Points(s): Destination

13a. Ordering Address:

ICF Incorporated, LLC
9300 Lee Highway
Fairfax, VA 22031
Ilene Gerber, Contracts Manager
1(703)934-3632
1(703)218-2547 FAX
Ilene.Gerber@icfi.com

13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).

14. Payment address:

Check/U.S. Mail
ICF Consulting Group, Inc.
P.O. Box 536259
Pittsburgh, PA 15253-5904

Wire Transfer

ICF Incorporated, L.L.C.
Account No: 6203219502
Citizens Bank
ABA No: 036076150

15. Warranty provision.: Contractor's standard commercial warranty.

16 - 24. Not applicable

25. Data Universal Numbering System (DUNS) number: 072648579

26. Notification regarding registration in Central Contractor Registration (CCR) database:
ICF is registered in SAM (System for Award Management)

Professional Engineering Services (PES)

ICF International helps agencies manage all professional engineering services throughout the systems lifecycle. We provide systems engineering and management support for a variety of technology programs. Our systems engineering support covers all program and acquisition phases, from research and development through preliminary design, detailed design, production, and deployment.

C871-1: Strategic Planning for Technology Programs/Activities

We work with our clients to determine the appropriate technology, and put it all together in an integrated solution. Our multidiscipline team of experts in engineering, analysis, management, policy, law, finance, science, and communications provides the full spectrum of services to develop successful technology programs and activities.

Services required under this SIN involve the definition and interpretation of high-level organizational engineering performance requirements such as projects, systems, missions, etc., and the objectives and approaches to their achievement.

ICF International provides the following typically associated tasks:

- Program mission, goals, objectives, and requirements analysis
- Organizational performance assessments
- Special studies and analysis
- Training
- Privatization and outsourcing

C871-2: Concept Development and Requirements Analysis

While this project phase may seem on paper to lengthen the process, it actually has the reverse effect. ICF International helps clients deliver projects on time, on budget, and with exemplary client satisfaction through planning that includes a high-degree of up-front concept development and analysis. Our technical and project management staff focus on careful and complete analysis of all requirements.

Services required under this SIN involve abstract or concept studies and analysis, requirements definition, preliminary planning, the evaluation of alternative technical approaches and associated costs for the development or enhancement of high level general performance specifications of a system, project, mission or activity.

ICF International provides the following typically associated tasks:

- Requirements analysis
- Cost/cost-performance trade-off analysis
- Feasibility analysis
- Regulatory compliance support
- Technology conceptual designs
- Training
- Privatization and outsourcing

C871-3: System Design, Engineering and Integration

ICF International provides our clients the optimum solutions to a variety of systems engineering and integration challenges. We ensure the high-quality design and implementation of every system to meet program and technology objectives and requirements.

Services required under this SIN involve the translation of a system (or subsystem, program, project, activity) concept into a preliminary and detailed design (engineering plans and specifications), performing risk identification/analysis/mitigation, traceability, and then integrating the various components to produce a working prototype or model of the system.

ICF International provides the following typically associated tasks:

- Computer-aided design
- Design studies and analysis
- High-level detailed specification preparation
- Configuration management and document control
- Fabrication, assembly and simulation, modeling,
- Training
- Privatization and outsourcing

C871-4: Test and Evaluation

ICF International provides testing and evaluation in a project team environment, working with the customer to define the specific test requirements, development of test plans, and definition of the specific data collection and reporting requirements. Our staff discern and troubleshoot systems deficiencies.

Services required under this SIN involve the application of various techniques demonstrating that a prototype system (subsystem, program, project or activity) performs in accordance with the objectives outlined in the original design.

ICF International provides the following typically associated tasks:

- Testing of a prototype and first article(s) testing
- Environmental testing
- Independent verification and validation
- Reverse engineering
- Simulation and modeling (to test the feasibility of a concept)
- System safety
- Quality assurance
- Physical testing of the product or system
- Training
- Privatization and outsourcing

C871-5: Integrated Logistics Support

ICF International's logistics specialist and analysts draft and recommend technical logistics requirements for the life cycle of a program or technology. We conduct risk assessments, develop checklists and schedules, and track performance associated with the change management process. We have specialists in acquisition logistics such as analysis of support

concepts for developmental systems, analysis of logistics capabilities vis-à-vis supporting new technologies, as well as root cause analysis of logistics systems failures.

Services required under this SIN involves the analysis, planning and detailed design of all engineering specific logistics support including material goods, personnel, and operational maintenance and repair of systems throughout their life cycles.

ICF International provides the following typically associated tasks:

- Ergonomic/human performance analysis
- Feasibility analysis
- Logistics planning
- Requirements determination
- Policy standards/procedures development
- Long-term reliability and maintainability
- Training
- Privatization and outsourcing

C871-6: Acquisition and Life Cycle Management

ICF International provides logistics expertise in the pre-production or design phase of systems to ensure that the system can be supported through its life cycle and that the infrastructure elements necessary for operational support are identified and acquired. These services continue through the life cycle of the system or product and include guidance, assistance, and/or operational support.

Services required under this SIN involve all of the planning, budgetary, contract and systems/program management execution functions required to procure and/or produce, render operational and provide life cycle support (maintenance, repair, supplies, engineering specific logistics) to technology-based systems, activities, subsystems, projects, etc.

ICF International provides the following typically associated tasks:

- Operation and maintenance
- Program/project management (including, but not limited to, construction management) technology transfer/insertion
- Training
- Privatization and outsourcing

Labor Category Descriptions for SINS C871-1 THROUGH C871-6

General Conditions: All personnel provided for a service category will meet or exceed the specified qualifications. Regarding the qualifications for personnel in each service category, a year of college education is the equivalent of a year of relevant work experience. Off-site/field rates are applicable to dedicated telecommuters or contractor personnel physically officed at client site.

Supervisor/Senior Vice President

General Experience: Minimum 10 years of progressive Engineering or Scientific experience, including at least three projects in technical areas, including those in the SOW.

Specialized Experience: Minimum of 5 years of supervision of substantial Engineering or Scientific projects or services in specialized technical leadership. Three years experience required in engineering services, including people of various job categories and skills. Individual has a history of successful major project leadership and customer satisfaction.

Functional Responsibility: Ensures problem resolution and customer satisfaction for large, complex delivery orders. Provides supervisory, technical, and administrative direction for personnel performing task order. Defines new-hire requirements, corporate staff needs and development, and initiates complex intersectional projects.

Minimum Education: Master's Degree

Principal Engineer/Scientist

General Experience: Minimum of 10 years of progressive Engineering or Scientific experience in specialized technical leadership positions, including technical areas included in the SOW.

Specialized Experience: Minimum of 5 years in specialized technical leadership positions performing and guiding substantial Engineering or Scientific projects. A recognized authority in a technical field, capable of independent work, establishing new methodologies and project strategy development. This experience has been in major Engineering or Scientific developments involving new methodologies or standards.

Functional Responsibility: Ensures problem resolution and customer satisfaction resolving unique and difficult methodologies; provides technical direction for personnel performing task order.

Minimum Education: Master's Degree

Program Manager – Engineer/ Scientist

General Experience: Minimum of 7 years of progressive Engineering or Scientific experience including at least three projects in technical areas included in the SOW.

Specialized Experience: Minimum of 4 years of supervision of substantial tasks of Engineering or Scientific projects related to the individual's subject matter expertise. A proven track record of successful leadership.

Functional Responsibility: Serves as senior supervisor in relevant project areas. Produces/reviews substantive and/or complex technical documentation reflecting detailed knowledge of technical areas in the SOW. Subjects shall include but not be limited to design, architecture, feasibility studies, and system specifications. Interfaces with Government management personnel. Provides written and oral reports to Contractor management and Government representatives, including the Government COR.

Minimum Education: Master's Degree

Engineer/Scientist – Level II

General Experience: More than 5 years of progressive Engineering or Scientific program experience in the work described in the proposed SINs.

Functional Responsibility: Works without supervision to develop requirements of a work product from inception to conclusion, and been placed in a task leadership role at least once. Develops required work products for simple to complex problems.

Minimum Education: Bachelor's Degree

Engineer/Scientist – Level I

General Experience: Up to 5 years of progressive Engineering or Scientific program experience in the work described in the proposed SINs.

Functional Responsibility: Works without supervision to develop requirements of a work product from inception to conclusion. Develops required work products for simple to moderately complex problems.

Minimum Education: Bachelor's Degree

Research Analyst

General Experience: Up to 2 years of Engineering, Scientific, or specialty program experience in work described in the proposed SINs. Should have academic knowledge or recent college degree related to technical areas described in the SINs.

Functional Responsibility: Works under general supervision to develop requirements of a work product from inception to conclusion. Develops required work products for simple to moderately complex tasks.

Minimum Education: Bachelor's Degree

Technician

General Experience: Five years of progressive Engineering and Scientific experience including at least five projects in technical areas included in the SOW.

Functional Responsibility: Responsible for setting up test equipment, fabricating and assembling prototypes, and carrying out testing under the general supervision of engineering manager on projects. Prepares and makes briefings and presentations.

Minimum Education: Associate's Degree or Formal Accreditation

Program Administrator

General Experience: Two years of experience performing general office administration functions or managing the cost control data associated with project administration.

Functional Responsibility: Works with supervision, developing a work product that details costs to control measures for a project, (i.e., EVMS).

Minimum Education: Associate's Degree

Information Specialist

General Experience: Minimum of 2 years of experience in conducting research using technical and scientific journals.

Functional Responsibility: Works without supervision, developing a work product that assimilates information from all forms of electronic and paper mediums.

Minimum Education: Associate's Degree

Graphics Specialist**General Experience:** Minimum of 2 years of experience in graphics slide development or document production.**Functional Responsibility:** Works under general supervision, developing the requirements of a work product from inception to conclusion.**Minimum Education:** Bachelor’s Degree**Administrative Assistant****General Experience:** Minimum of 4 years of experience in a variety of office-related duties, including typing, filing, copying, delivery, mailing, etc.**Functional Responsibility:** Performs a variety of office-related duties, including typing, filing, copying, delivery, mailing, etc.**Minimum Education:** High School Diploma**Service Contract Act (SCA) Matrix for SINS C871-1 through C871-6**

SCA Eligible Contract Labor Category Title	SCA Occupation Code - Title	WD (Wage Determination) #
Research Analyst	01113 - General Clerk III	05-2103
Technician	30085 - Engineering Technician V	05-2103
Administrative Assistant	01020 - Administrative Assistant	05-2103
The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determination Number identified in the SCA matrix. The prices awarded are in line with the geographic scope of the contract.		

Pricing for SINS C871-1 THROUGH C871-6

SIN	Awarded Labor Category	Site	12/24/2014-12/23/2015	12/24/2015-12/23/2016	12/24/2016-12/23/2017	12/24/2017-12/23/2018	12/24/2018-12/23/2019
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Supervisor/Senior Vice President	Contractor	\$271.05	\$276.47	\$282.00	\$287.64	\$293.39
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Principal Engineer/Scientist	Contractor	\$217.97	\$222.33	\$226.784	\$231.31	\$235.94

C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Program Manager – Engineer/Scientist	Contractor	\$156.70	\$159.83	\$163.03	\$166.29	\$169.62
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Engineer/Scientist – Level II	Contractor	\$129.98	\$132.58	\$135.23	\$137.94	\$140.69
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Engineer/Scientist – Level I	Contractor	\$99.20	\$101.18	\$103.21	\$105.27	\$107.38
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Research Analyst	Contractor	\$68.59	\$69.96	\$71.36	\$72.79	\$74.24
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Technician	Contractor	\$62.49	\$63.74	\$65.01	\$66.31	\$67.64
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Program Administrator	Contractor	\$90.88	\$92.70	\$94.55	\$96.44	\$98.37
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Information Specialist	Contractor	\$115.04	\$117.34	\$119.69	\$122.08	\$124.52
C871-1, C871-2, C871-3, C871-4,	Graphics Specialist	Contractor	\$111.97	\$114.21	\$116.49	\$118.82	\$121.20

C871-5, C871-6							
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Administrative Assistant	Contractor	\$65.24	\$66.54	\$67.88	\$69.23	\$70.62
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	President	Customer	\$222.02	\$226.46	\$230.99	\$235.61	\$240.32
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Principal Engineer/Scientist	Customer	\$178.54	\$182.11	\$185.75	\$189.47	\$193.26
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Program Manager – Engineer/Scientist	Customer	\$128.35	\$130.92	\$133.54	\$136.21	\$138.93
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Engineer/Scientist – Level II	Customer	\$106.48	\$108.61	\$110.78	\$113.00	\$115.26
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Engineer/Scientist – Level I	Customer	\$81.26	\$82.89	\$84.54	\$86.23	\$87.96
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Research Analyst	Customer	\$56.18	\$57.30	\$58.45	\$59.62	\$60.81
C871-1, C871-2,	Technician	Customer	\$51.19	\$52.21	\$53.26	\$54.32	\$55.41

C871-3, C871-4, C871-5, C871-6							
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Program Administrator	Customer	\$74.44	\$75.93	\$77.45	\$79.00	\$80.58
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Information Specialist	Customer	\$84.54	\$86.23	\$87.96	\$89.71	\$91.51
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Graphics Specialist	Customer	\$77.95	\$79.51	\$81.10	\$82.72	\$84.38
C871-1, C871-2, C871-3, C871-4, C871-5, C871-6	Administrative Assistant	Customer	\$55.16	\$56.26	\$57.39	\$58.54	\$59.71

The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.

Mission Oriented Business Integrated Services (MOBIS)

C874-1: Integrated Consulting Services

In addition to the hundreds of unique professional services, ICF provides universal services that cross all our markets to support Federal clients in their mission oriented business functions.

These integrated consulting services include:

- Benchmarking
- Business Process Operations and Optimization
- Customer Satisfaction
- Cybersecurity
- Economic and Financial Analysis
- Interactive Technologies
- Information and Data Management
- Management Consulting
- Modeling and Simulation
- Organizational Learning and Performance
- Performance Management
- Program Management
- Research and Evaluation
- Strategic Communications
- Strategy, Policy Analysis, and Regulatory Development
- Survey Research
- Training and Technical Assistance

C874-4: Training Services

ICF International works with organizations to develop and implement training programs aimed at improving performance. Our customized training helps clients overcome programmatic and personnel obstacles through innovative solutions and effective learning interventions.

Government workers must continuously develop new skills and behaviors—skills in specific technical areas, customer satisfaction, project management, and rethinking how they work and are organized to do that work. ICF International ensures that learning solutions become an integral part of improving performance across the organization. We create learning products, services, and events that build these new skills and conform to each agency’s mission, culture, processes, and infrastructure. Our staff is particularly attentive to the diverse needs of target audiences, and we consider all training mediums to provide the best solution. Each year ICF develops and conducts hundreds of trainings in a variety of formats, including:

- Academies and institutes
- Conferences
- Online training programs
- Webinars and virtual technical assistance

- Field-based technical assistance
- Websites
- Technical assistance centers
- Databases
- Site exchanges

Our unique combination of subject matter knowledge, web and instructional design capabilities, and training and technical assistance expertise allows us to deploy technology solutions that are user-friendly, relevant, reliable, and accessible to all users. ICF's curriculum and web design experts tailor the training and IT environment to the needs of both clients and end-users. ICF's technology experts develop and deploy streamlined and automated communications, engaging and easy-to-use web experiences, and on-demand training and resources. ICF helps clients develop and deploy various IT tools, including:

- Online training, registration, tools, and student portals
- Downloadable curricula
- Distance learning
- Social media from blogs to wikis to virtual worlds
- E-Blasts and text messaging for dissemination of course information
- E-Guides and online publications
- Customized podcasts

ICF International applies instructional systems design (ISD) methodologies to training development and integrates our insights in organizational dynamics, and technical and communication skills. We customize the ISD model—analysis, design, development, implementation, and evaluation—to meet each organization's performance objectives.

C874-6: Acquisition Management Support

ICF International works with program managers to oversee the acquisition management lifecycle and develop cost-effective strategic sourcing solutions for essential personnel. Using our proven Performance Agility™ method, ICF helps clients identify, plan, acquire, deploy, and evaluate multimillion-dollar, mission-critical infrastructure and systems acquisitions, such as acquiring a major new technology or re-engineering an enterprise.

Program managers of U.S. government agencies must select acquisitions that align with strategic direction and maximize return on investment. ICF ensures that major investments offer tangible value by employing the Sourcing Lifecycle Management method. From mission needs assessment through cost-benefit analysis and deployment evaluation, ICF helps clients measure and demonstrate the value of their acquisitions.

Acquisition management can also include human capital. Program managers are constantly tasked with finding better, more efficient ways to fulfill organizational needs. ICF is a leader in developing cost-effective strategic sourcing solutions for essential personnel in IT and other domains. For strategic sourcing, ICF helps assess whether delivery can be handled in-house or should involve an outside partner; document scope, requirements, and terms and conditions to

maintain flexibility; ensure service-level agreements are set up appropriately; develop performance metrics; and manage oversight.

C874-7: Integrated Business Program Support Services

ICF International works closely with all elements of federal government agencies to provide the full spectrum of services needed to integrate and implement successful government programs and projects. We have the understanding, approach, professional staff, and corporate experience to provide high-quality and timely program integration and project management support.

We first work with managers to identify key leverage points and potential obstacles within their projects. We develop an understanding of the plans for accomplishing their goals and how their projects fit within the agency's overall program. Second, we determine the program integration and project management services and tools that best meet the requirements of the client.

Strategic Advice

- Strategy alignment
- Project scope/definition
- Strategy implementation
- Readiness assessment
- Macro planning
- Project and performance diagnostic
- Benchmarking
- Benefits modeling
- Visioning
- Process analysis
- Computer-based decision making tools

Third-Party Analysis

- Vendor monitoring
- Implementation advice
- Independent performance reviews
- Staff augmentation
- Contract assessments
- Project performance analyses

Implementation

- Planning
- Staffing and contracting
- Monitoring
- Cost/Schedule control
- Transition planning

- Full spectrum of project management methods, techniques, and tools

Evaluation

- Benefits analysis
- Knowledge management
- Lessons learned analysis
- Knowledge management analysis
- Cost-benefit analysis

Labor Category Descriptions for SINS C874-1, C874-4, 874-6 and 874-7

Principal Consultant

General Experience: Experience includes leading large and/or complex project teams and providing services in one or more relevant service areas, including: consulting services, facilitation services; survey services; training services; and program integration and project management services. Expert in the use of relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, such as ICF Consulting's ASPIRE Method and Model, statistical analysis software packages, instructional system design methodologies, or evaluation methodologies.

Minimum Experience: 10 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: This position is responsible for planning and delivering the relevant set of services. In this role, this person understands the customer requirements, translates those requirements into plans for performing services, supervises the performance of services, performs services, provides advice and counsel, and provides quality control and oversight. Under circumstances in which the project allows (such as the services being relatively straightforward), this position may delegate a portion of this role to the Senior Consultant, while retaining overall responsibility for the services being provided.

Minimum Education: Master's Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Consultant

General Experience: Experience includes assisting in leading project teams and providing services in one or more relevant service areas, including: consulting services, facilitation services; survey services; training services; and program integration and project management services. Proficient in the use of relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, such as ICF Consulting's ASPIRE Method and Model, statistical analysis software packages, instructional system design methodologies, or evaluation methodologies.

Minimum Experience: Six years of relevant work experience in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Functional Responsibility: For large and complex requirements, this position assists the Principal Consultant. For smaller and/or straightforward requirements, this position may have lead responsibility for planning and delivering the relevant set of services, with review by the Principal Consultant. In this role, this person understands the customer requirements, translates those requirements into plans for performing services, supervises the performance of services, performs services, and provides quality control and oversight.

Minimum Education: Masters Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Consultant

General Experience: This position requires experience working on project teams to provide services in one or more relevant service areas, including: consulting services, facilitation services; survey services; training services; and program integration and project management services. With direction from project leaders, capable of using relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, such as ICF Consulting's ASPIRE Method and Model, statistical analysis software packages, or evaluation methodologies.

Minimum Experience: Four years of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: With direction from project leaders, perform tasks, including collection of quantitative and qualitative data from public sources, experts, and other sources, analysis and assessment of qualitative and quantitative data, writing of methods, approaches, summaries, evaluations and results, research on relevant topics to support the services being provided, and presentations for the relevant set of services. May assist in organizing sub-task approaches and schedules with direction from, and under the supervision of, project leaders. Reports to the Principal or Senior Consultant.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Junior Consultant

General Experience: Experience includes working on project teams to provide services in one or more relevant service areas, including: consulting services, facilitation services; survey services; training services; and program integration and project management services. Under direction from project leaders, capable of assisting in the use of relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, such as ICF Consulting's ASPIRE Method and Model, statistical analysis software packages, or evaluation methodologies.

Minimum Experience: Two years of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: With direction from project leaders, assists in performing tasks on a closely directed basis, including collection of quantitative and qualitative data, analysis and assessment of quantitative and qualitative data, writing of drafts of methods, approaches, summaries, evaluations and results, and research for the relevant set of services.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Training Specialist

General Experience: As a junior staff person, this position has limited fulltime work experience, which may include working on project teams to provide relevant services. With close supervision from project leaders, capable of assisting in data collection, analysis and writing.

Minimum Experience: One year of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: Works under close supervision of more senior project staff. Assists with data collection, including obtaining publicly available information and assembling the data into useful forms. May also assist with analysis and writing.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Administrative Support

General Experience: This position requires general experience and capabilities supporting project teams. Capable of working with close supervision to provide support for: typing, copying, meeting scheduling, and similar related activities.

Minimum Experience: Two years of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: With close supervision from project leaders, performs a variety of tasks, including typing, copying, meeting scheduling, and related activities in support of a project.

Minimum Education: High School Diploma.

Lead Principal

Minimum/General Experience: 6 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Provides leadership in field of expertise, and develops solutions to complex methodological problems. Expertise makes this individual a peer of leading

practitioners of his/her discipline within the company. Business development/relationship management is an important responsibility of the Principal. Business development responsibilities typically begin with getting repeat business from current clients and matures into developing business from new clients. Contributes major technical sections of proposals and client deliverables. Experienced Principals are typically responsible for meeting substantial annual business development goals.

Focus: Incumbent serves as technical advisor outside of his/her practice area (example: to other departments, or as a regional resource)

Minimum Education: Masters Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Principals

Minimum/General Experience: 5 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Provides leadership in field of expertise, and develops solutions to complex methodological problems. Expertise makes this individual a peer of leading practitioners of his/her discipline within the company. Contributes major technical sections of proposals and client deliverables. Experienced Principals are typically responsible for meeting substantial annual business development goals.

Focus: Incumbent serves as technical advisor within his/her practice area.

Minimum Education: Masters Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Project Director

Minimum/General Experience: 12 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Sets and meets realistic marketing goals and targets. Designs overall business development plan. Acts as primary quality control for projects and proposals within practice area. Supervises junior staff and identifies their professional development needs. Establishes priorities for current and proposed projects. Recruits junior staff. Prepares and administers overall budgets. Responsible for coordinating personnel allocation on various projects. Maintains ongoing contact with existing and potential clients. *Focus: On projects of mid-size scope. Marketing focuses primarily on developing follow-on work and generating new business leads.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Associate

Minimum/General Experience: 6 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Works independently under general supervision. Experienced Senior Associates are expected to develop project work in areas of technical competence that will support other staff and make *important* contributions to sales and marketing efforts. Responsible for a set of project tasks and delegates appropriately. Structures approach to analysis relating to project issues. Conducts and coordinates analysis. Plans and arranges schedule and budget for a project. Trains and develops junior staff. Supervises junior staff. Coordinates staff utilization. Develops marketing objectives for current clients. *Focus: Supervises substantive mid-level project tasks.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Analysts

Minimum/General Experience: 8 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Position requires effective task participation and good writing and communication skills. Incumbents in this position begin working under close supervision and, over time, function with greater independence. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research). May perform computer programming and analysis. *Focus: Technical area of expertise.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Associate

Minimum/General Experience: 4 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Primary requirements for position include a solid technical and/or quantitative background, good writing skills, computer literacy, and good research skills. Position works under general supervision and requires attention to detail as well as an ability to learn new things quickly. Advanced knowledge in technical area of expertise. May supervise tasks of Research Assistant/Analysts. Constructs analysis on a variety of issues for public and private sector clients. Prepares (with Senior Associate or Project Manager) work plans, analytical approaches, and schedules. Identifies and resolves conflicting problems. Drafts and presents analysis to managers. *Focus: Technical area of expertise or quantitative skills.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Analysts

Minimum/General Experience: 3 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Position requires a solid background in technical area of expertise and/or quantitative skills, effective task participation and good writing and communication skills. Incumbents in this position begin working under close supervision and, over time, function with greater independence. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research).
Focus: Technical area or quantitative skills.

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Service Support

Minimum/General Experience: One year of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: This is an entry-level position primarily involved with the preparation of billings, accounts receivable analysis, accounts payable processing, financial reconciliation analysis and overall administrative support. Billing involves preparation of letter, worksheet invoices and attached documentation if required by contract terms. Accounts receivable analysis and reporting requires interaction with clients and program managers to resolve billing and collection issues. Financial reconciliation analysis involves assisting project administrators on financial reviews of contract costs. Administrative support involved maintenance of files and data entry.

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Junior Analysts

Minimum/General Experience: 2 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Position requires effective task participation and good writing and communication skills. Incumbents in this position begin working under close supervision and, over time, function with greater independence. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with

other work team members. Performs data collection (survey work, library research, computer research).

Focus: General project support work.

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Program Manager

Minimum/General Experience: 10 years of program management. Demonstrated ability to perform all functions of Senior Analyst/Manager II.

Functional Responsibility: Serves as the project director, charged with the responsibility for development, management, operation, cost, scheduling, and technical performance of the task order activities. The individual shall have had experience as a senior engineer, senior scientist, senior ADP specialist or other senior level manager and shall have strong skills relating to ADP services. This person shall have an understanding of, and experience in, total quality management principles and practices including, but not limited to, a demonstrated ability to provide guidance, direction and supervision in all required areas.

Minimum Education: Bachelors Degree (Master's Degree preferable) in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Analyst/Manager II

Minimum/General Experience: Minimum of 12 years of relevant experience in a technical or research field. Demonstrated expertise in a specialized technical area, and ability to develop new techniques in that area. Demonstrated record of accomplishments in that specialized field. With a Master's degree 10 years of general experience, of which at least 8 years must be specialized.

Functional Responsibility: Provides analytical support and direction in the areas of model design and quantitative analysis, and/or technical leadership in contract execution, contract management, and client technical liaison. May be responsible for developing and implementing model, program, and system specifications; conducting advanced quantitative and systems analyses, within task and contract objectives; and developing solutions to the most complex problems requiring significant innovation. May modify current models, programs and systems; may specify, develop, and implement new models. Assists and manages others in developing flowchart specifications, creating analytical frameworks and methodologies, and developing models. Provides extensive analytical support. Assists and manages others in developing contract work plans, compiling client briefings and status reports, documenting task and contract procedures, and completing multiple technical reports. May organize, review, and edit all contract deliverables.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Information Technology Expert

Minimum/General Experience: This position requires a minimum of 8 years experience, of which at least 8 years must be specialized. With a Master's degree 10 years of general experience, of which at least 8 years must be specialized.

Functional Responsibility: Applies business process improvement practices to reengineer methodologies/principles and business process modernization projects. Applies, as appropriate, activity and data modeling, transaction flow analysis, internal control and risk analysis and modern business methods and performance measurement techniques. Assist in establishing standards for information systems procedures. Develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems. Constructs sound, logical business improvement opportunities consistent with corporate information management guiding principles, cost savings, and open system architecture objectives.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Senior Systems Analyst/Manager II

Minimum/General Experience: Minimum 10 years of combined programming and systems analysis experience. Knowledge of at least two higher-order programming languages. Knowledge of various commercial software packages.

Functional Responsibility: Guides the development of broad unprecedented computer systems consisting of complex and voluminous information requirements; develops new ways to locate and develop data sources; establishes new factors and criteria for making subject-matter decisions; coordinates research, analysis, and design of the system and applies the most recent developments in data processing technology and computer equipment. Evaluates the significance of technological advancement and developing standards where new and improved approaches are needed. Conceives and plans exploratory investigations critical to the overall organization where useful precedents do not exist and new concepts are required. Evaluates existing electronic data processing organization policy for effectiveness, devising and formulating changes in the organization's position on broad policy issues. Prepares documentation for computer models and data systems, and writes other technical reports, as required by contract.

Minimum Education: Bachelors Degree (Master's Degree preferable) in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Analyst/Manager I

Minimum/General Experience: Minimum of 9 years of relevant experience in a technical or research field. Demonstrated ability to perform all functions of an Analyst/Manager II. Demonstrated unique expertise in a specialized technical area, and ability to develop new techniques in that area. With a Master's degree 9 years of general experience, of which at least 7 years must be specialized.

Functional Responsibility: Provides analytical support and direction in the areas of model design and quantitative analysis, and/or technical leadership in contract execution, contract management, and client technical liaison, and/or new business/marketing. May be responsible for developing and implementing model, program, and system specifications; conducting advanced quantitative and systems analyses, within task and contract objectives; and developing solutions to complex problems requiring significant innovation. May modify current models, programs, and systems; may specify, develop, and implement new models. Assists or manages others in developing flow chart specifications, creating analytical frameworks and methodologies, and developing models. Provides extensive analytical support. Assists or manages others in developing contract work plans, compiling client briefings and status reports, documenting task and contract procedures, and completing multiple technical reports. Organizes, reviews, and edits all contract deliverables. May be responsible for one contract or more. Responsibilities may include, but are not limited to: contract general and technical execution, contract primary analytical direction, contract work plans development and implementation, and quality control; cost control and on-time performance within specified contract limits, short-run resource allocation, personnel supervision, task managers supervision, task/contract briefings and status reports, in-progress reviews, and primary client liaison.

Minimum Education: A Bachelor's degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Senior Systems Analyst/Manager I

Minimum/General Experience: Minimum 9 years of combined programming and systems analysis experience. Knowledge of at least two higher-order programming languages. Knowledge of various commercial software packages.

Functional Responsibility: Assists in the development of broad unprecedented computer systems consisting of complex and voluminous information requirements; may help to develop new ways to locate and develop data sources; establishing new factors and criteria for making subject-matter decisions; coordinating research, analysis, and design of the system and applying the most recent developments in data processing technology and computer equipment. Evaluates the significance of technological advancement and developing standards where new and improved approaches are needed. Assists in exploratory investigations critical to the overall organization where useful precedents do not exist and new concepts are required. May help to evaluate existing electronic data processing organization policy for effectiveness, devising and formulating changes in the organization's position on broad policy issues. Prepares documentation for computer models and data systems, and writes other technical reports, as required by contract.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline; and progress toward a Master's degree or continuing education through practical training in business, public policy, economics, political science,

communications, planning, technology and policy, math, statistics, engineering, physical science.

Analyst/Manager II

Minimum/General Experience: Minimum of 7 years. Experience requirement may be met with a combination of relevant experience and a graduate degree in a related field.

Functional Responsibility: Provides analytical support and direction in the areas of model design and quantitative analysis, and/or technical management in contract execution and task management. Responsible for developing and implementing model, program, and system specifications; and conducting advanced quantitative and systems analyses, within task and contract objectives. May modify current models, programs, or systems; may specify, develop, and implement new models, programs, or systems. Assists or manages others in developing flowcharts, creating analytical frameworks and methodologies, and developing models. Provides extensive analytical support. Assists or manages others in developing contract work plans, compiling client briefings and status reports, documenting task procedures, and completing multiple technical reports. Organizes, reviews, and edits contract deliverables. Acts as task manager, and/or acts independently to manage, initiate, implement, and complete multiple tasks simultaneously.

Minimum Education: A Bachelor's degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Systems Analyst/Manager II

Minimum/General Experience: Requires 7 years of experience. Knowledge of at least two higher-level programming languages as well as various commercial software packages.

Functional Responsibility: Carries out research and analysis, as assigned, of complex computer systems in a broad application area; applying established procedures where the nature of the system, feasibility, hardware and software are undecided. Maintains and modifies complex systems or develops new subsystems. May guide users in formulating requirements; advise on alternatives and on the implications of new or revised data processing systems; analyze resulting user proposals, identify errors in requirements, and conduct feasibility studies. Recommends optimum approach and develops system design for approved projects. Interprets information and informally arbitrates between system users when conflicts exist. Serves as a lead analyst in a design subgroup, directs and integrates the work of one or two lower-level analysts, each responsible for several programs. May act as a task manager and/or act independently to manage, implement, and complete multiple tasks simultaneously, with minimal supervision.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline; and progress toward a Master's degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics.

Analyst/Manager I

Minimum/General Experience: Minimum of 4 years of experience. Experience requirement may be met with a combination of relevant experience and a graduate degree in a related field.

Functional Responsibility: Provides analytical support and direction in the areas of model design and quantitative analysis, and/or technical management in contract execution and task management. Responsible for developing and implementing model, program, and system specifications; and conducting advanced quantitative and systems analyses, within task and contract objectives. May modify current models, programs, or systems. May specify, develop and implement new models, programs, or systems. Assists or manages others in the development of flowcharts, and the creation of analytical frameworks and methodologies. Provides extensive analytical support. Assists or manages others in compiling client briefings and status reports, documenting task procedures, and completing multiple technical reports. May organize, review, and edit contract deliverables. May act as task manager and initiate, implement, and complete multiple tasks simultaneously, with minimal supervision.

Minimum Education: A Bachelor's degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Systems Analyst Manager I

Minimum/General Experience: Requires 4 years of experience. Knowledge of at least two higher-order programming languages as well as various commercial software packages.

Functional Responsibility: Carries out research and analysis as assigned, usually of a single activity or a routine problem; applying established procedures where the nature of the system, feasibility, and hardware and software are already decided. Reviews objectives, scope, and user expectations for a specific application or system; prepares a project synopsis that compares alternatives in terms of cost, time, availability of equipment, and personnel, and recommends a course of action. Prepares specifications for development of computer programs for a specific application or system; determines, resolves problems, and coordinates the work with programmers and users. Assists higher-level systems analysts in preparing detailed specifications required by programmers for complex computer systems. Works independently under specified objectives on a segment of a complex data processing scheme or broad system. May act as a task manager and/or initiate, implement, and complete multiple tasks simultaneously, with minimal supervision.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Programmer/Analyst II

Minimum Education: Minimum of 2 years experience. Knowledge of at least two higher-order programming languages. Must be familiar with various commercial software packages.

Functional Responsibility: Applies standard programming procedures and detailed knowledge of pertinent subject matter to assigned programming projects. Develops, modifies, and maintains assigned programs; designs and implements modifications within programs in

consultation with higher-level staff as well as monitoring operation, diagnosing, and correcting logic and coding errors in programs. Tests and documents work; writes and maintains operator instructions for assigned programs. Carries out programming analysis of a single activity or routine problem, applying established procedures where the nature of the program, feasibility, computer equipment, and programming language have already been decided. Works independently under specified objectives to devise program logic and select standard programming procedures. May assist in the work on complex programs under close direction of higher-level staff.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Associate Analyst II

Minimum/General Experience: Minimum of 2 years. Experience requirement may be met with a Master's degree in a related field. Strong microcomputer skills and knowledge of commercial software packages.

Functional Responsibility: Assists in research, writing, and computer applications, under general direction. May acquire data from clients as necessary. May develop and use commercial software applications in support of task or contract goals. Helps specify computer models and determine analytical approaches to meeting task or contract goals. Inputs data to computer models. Operates, maintains and adapts computer models. Analyzes model outputs as required by task or contract goals. Write drafts of technical reports, contract deliverables, and client briefings. Can interact independently with client in meeting task requirements. May assume role of task manager on some projects.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

LAN Administrator

Minimum/General Experience: This position requires a minimum of 6 years experience, of which at least 4 years must be specialized. With a Master's degree (in the fields described above) 4 years of general experience, of which at least 3 years must be specialized.

Functional Responsibility: Can conduct on-site surveys. Assists and documents current site network configuration and user requirements. Provides highly technical expertise in the use of a LAN. Evaluates and recommends available products to support validated user requirements. Follows engineering plans and site installation technical design packages. Develops installation schedules. Works with network installation team. Assists in the preparation of drawing and documenting configuration changes at each site. Prepares site installation and test reports. Ensures system security and licensing issues.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Programmer/Analyst I

Minimum/General Experience: No years of experience. Must be familiar with various commercial software packages.

Functional Responsibility: Maintains and modifies routine programs; making approved changes by amending program flow charts or developing detailed processing logic and code changes. Tests and documents modifications and writes operating instructions. Under the advisement of a systems analyst, may write new programs using prescribed specifications. Evaluates consequences of program modification with respect to input, process, and output. May confer with users and analysts to determine needed program modifications; and under the direction of higher-level staff makes the needed modifications. Prepares documentation for computer models and data systems, and writes other technical reports as needed.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Associate Analyst I

Minimum/General Experience: No years of experience. Strong microcomputer skills and knowledge of commercial software packages.

Functional Responsibility: Assists in research, writing, and computer applications. Acquires data from clients. Develops and uses commercial software applications in support of task or contract goals. Inputs data to computer models. Operates, maintains, and adapts computer models. Analyzes model outputs as required by task or contract goals. Writes initial drafts of technical reports, contract deliverables, and client briefings. May interact with client in meeting task requirements according to task manager guidance.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Research Assistant

Minimum/General Experience: No years of experience.

Functional Responsibility: Provides technical personnel with assistance in research, writing, and computer applications. Physically acquires data from clients per arrangements made by the task or contract manager. Operates and maintains computer models. Inputs data into existing model. Applies commercial software. Analyzes and summarizes basic model outputs. Assists in preparation and development of technical reports, deliverable products, and client briefings.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Technical Writer/Clerical

Minimum/General Experience: No years of experience.

Functional Responsibility: Performs data entry via a computer, data terminal, or typewriter. Maintains personnel and other files; prepares correspondence, schedules, and coordinates

travel. Assists in the preparation of presentation graphics and supports the development of contract deliverables and reports by developing and updating graphic presentations to improve the quality and enhance the usability of these documents. Verifies data entered where applicable.

Education/Experience: Requires a high school diploma.

Service Contract Act (SCA) Matrix for SINS C874-1, C874-4, C874-6 and C874-7

SCA Eligible Contract Labor Category Title	SCA Occupation Code - Title	WD (Wage Determination) #
SINS C874-1, C874-4, C874-6 and C874-7		
Administrative Support	01020 - Administrative Assistant	05-2375
Technical Writer/Clerical	30463 - Tech Writer III	05-2375
Training Specialist	15050 - Computer Based Training Specialist/Instructor	05-2375
Service Support	01613 - Word Processor III	05-2375
Research Assistant	01113 - General Clerk III	05-2375
The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determination Number identified in the SCA matrix. The prices awarded are in line with the geographic scope of the contract.		

Pricing for SINS 874-1, 874-4, 874-6, and 874-7

SIN	Awarded Labor Category	Site	12/24/2014-12/23/2015	12/24/2015-12/23/2016	12/24/2016-12/23/2017	12/24/2017-12/23/2018	12/24/2018-12/23/2019
C874-1, C874-4, C874-6, C874-7	Principal Consultant	Both	\$326.75	\$336.55	\$346.65	\$357.05	\$367.76
C874-1, C874-4, C874-6, C874-7	Senior Consultant	Both	\$253.25	\$260.85	\$268.67	\$276.73	\$285.04
C874-1, C874-4, C874-6, C874-7	Consultant	Both	\$179.76	\$185.15	\$190.71	\$196.43	\$202.32
C874-1, C874-4, C874-6, C874-7	Junior Consultant	Both	\$115.50	\$118.97	\$122.53	\$126.21	\$130.00
C874-1,	Training Specialist	Both	\$65.50	\$67.47	\$69.49	\$71.57	\$73.72

C874-4, C874-6, C874-7							
C874-1, C874-4, C874-6, C874-7	Administrative Support	Both	\$58.54	\$60.30	\$62.11	\$63.97	\$65.89
C874-1, C874-4, C874-6, C874-7	Lead Principal	Both	\$253.25	\$260.85	\$268.67	\$276.73	\$285.04
C874-1, C874-4, C874-6, C874-7	Principals	Both	\$225.20	\$231.96	\$238.91	\$246.08	\$253.46
C874-1, C874-4, C874-6, C874-7	Project Director	Both	\$198.40	\$204.35	\$210.48	\$216.80	\$223.30
C874-1, C874-4, C874-6, C874-7	Senior Associate	Both	\$161.06	\$165.89	\$170.87	\$175.99	\$181.27
C874-1, C874-4, C874-6, C874-7	Senior Analysts	Both	\$131.49	\$135.43	\$139.50	\$143.68	\$147.99
C874-1, C874-4, C874-6, C874-7	Associate	Both	\$115.50	\$118.97	\$122.53	\$126.21	\$130.00
C874-1, C874-4, C874-6, C874-7	Analysts	Both	\$81.79	\$84.24	\$86.77	\$89.37	\$92.06
C874-1, C874-4, C874-6, C874-7	Service Support	Both	\$67.50	\$69.53	\$71.61	\$73.76	\$75.97
C874-1, C874-4, C874-6, C874-7	Junior Analysts	Both	\$52.66	\$54.24	\$55.87	\$57.54	\$59.27
C874-1, C874-4, C874-6,	Program Manager	Both	\$173.49	\$178.69	\$184.06	\$189.58	\$195.26

C874-7							
C874-1, C874-4, C874-6, C874-7	Sr. Analyst/Manager II	Both	\$147.62	\$152.05	\$156.61	\$161.31	\$166.15
C874-1, C874-4, C874-6, C874-7	Information Technology Expert	Both	\$165.18	\$170.14	\$175.24	\$180.50	\$185.91
C874-1, C874-4, C874-6, C874-7	Sr. Systems Analyst/Manager II	Both	\$133.65	\$137.66	\$141.79	\$146.04	\$150.42
C874-1, C874-4, C874-6, C874-7	Sr. Analyst/Manager I	Both	\$125.09	\$128.84	\$132.71	\$136.69	\$140.79
C874-1, C874-4, C874-6, C874-7	Sr. Systems Analyst/Manager I	Both	\$113.51	\$116.92	\$120.42	\$124.04	\$127.76
C874-1, C874-4, C874-6, C874-7	Analyst/Manager II	Both	\$109.76	\$113.05	\$116.44	\$119.94	\$123.54
C874-1, C874-4, C874-6, C874-7	Systems Analyst Manager II	Both	\$106.50	\$109.70	\$112.99	\$116.38	\$119.87
C874-1, C874-4, C874-6, C874-7	Analyst/Manager I	Both	\$88.81	\$91.47	\$94.22	\$97.05	\$99.96
C874-1, C874-4, C874-6, C874-7	Systems Analyst/Manager I	Both	\$79.36	\$81.74	\$84.19	\$86.72	\$89.32
C874-1, C874-4, C874-6, C874-7	Programmer/Analyst II	Both	\$70.36	\$72.47	\$74.64	\$76.88	\$79.19
C874-1, C874-4, C874-6, C874-7	Associate Analyst II	Both	\$60.91	\$62.74	\$64.62	\$66.56	\$68.55
C874-1,	LAN Administrator	Both	\$84.97	\$87.52	\$90.14	\$92.85	\$95.63

C874-4, C874-6, C874-7							
C874-1, C874-4, C874-6, C874-7	Programmer/Analyst I	Both	\$55.65	\$57.32	\$59.04	\$60.81	\$62.63
C874-1, C874-4, C874-6, C874-7	Associate Analyst I	Both	\$48.53	\$49.99	\$51.49	\$53.03	\$54.62
C874-1, C874-4, C874-6, C874-7	Research Assistant	Both	\$44.85	\$46.20	\$47.58	\$49.01	\$50.48
C874-1, C874-4, C874-6, C874-7	Technical Writer/Clerical	Both	\$59.98	\$61.78	\$63.63	\$65.54	\$67.51

The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.

Financial and Business Solutions (FABS)

C520-2: Transaction Specialist

ICF provides efficient and effective business processes that help agencies, organizations, and corporations boost the bottom line, add value, and advance mission success. Our business processes serve the full lifecycle of programs, with our capacity especially well-suited to programs integrating multiple processes and requiring flexibility and sensitivity. ICF's business transaction processing offers fast, secure end-to-end transaction processing for businesses, agencies, and organizations. Additionally, ICF provides objective financial insight and transaction support for clients involved in buying or selling aviation assets or optimizing the financial structure of aviation operations.

ICF International delivers services for every aspect of financing, including:

- Business plan development and review
- Assistance with restructuring and renegotiating debt financing and other commitments
- Assistance with the purchase or lease of aircraft and equipment, including evaluating and renegotiating lease terms and provisions
- Analysis of historic, current, and projected revenues, profits, and cash flows for aviation operations
- Appraisal and valuation of aviation-related businesses and the full range of tangible and intangible aviation assets
- Development of information memoranda for present to prospective investors regarding new aviation ventures

C520-13: Complementary Financial Management Services

ICF International provides proven and cost-effective support and tools that help U.S. federal policymakers and regulatory offices meet their responsibilities at all stages of rulemaking. ICF offers a full range of services to assist clients who develop, promulgate, and implement regulations. U.S. federal rulemaking takes place in a complex environment that requires clear and precise drafting, defensible and transparent analysis, extensive public involvement, and balancing certainty and predictability with the need to promote innovation—usually under challenging deadlines.

ICF's extensive knowledge of the regulatory process and related subject matter expertise is based on more than 30 years of experience helping clients navigate the requirements of the Administrative Procedure Act, applicable executive orders and statutes, and internal and external processes and reviews.

Our services include:

- Reviewing new legislation
- Analyzing regulatory issues and options and helping define regulatory alternatives
- Estimating economic, environmental, business, and other impacts
- Evaluating the paperwork burdens of proposed actions
- Supporting the development of proposed and final rulemakings

- Summarizing and analyzing public comments and facilitating public involvement
- Developing implementation plans, communications strategies, and training and outreach programs
- Preparing retrospective analyses of existing rules

We have a multidisciplinary staff of policy analysts, economists, attorneys, business analysts, scientists, engineers, transportation analysts, emergency management specialists, and others. Our teams includes experts who specialize in particular types of regulatory analyses, including regulatory flexibility analyses, environmental impact studies and analyses under the National Environmental Policy Act (NEPA), paperwork burden assessments, and environmental justice analyses. Recognizing our expertise, clients have hired ICF to draft manuals on their regulatory processes, regulatory document templates, and methodology guides for developing analyses of paperwork burden (ICRs), economic impacts, and small business effects (SBREFA).

C520-22: Grants Management Support Services

ICF's comprehensive portfolio of grants-management strategies supports the full lifecycle of grants programs. With experience in managing billions in U.S. government grants, ICF has developed streamlined business processes that allow us to:

- Determine grantee eligibility
- Perform payment processing on grants
- Stand up grantor call centers
- Develop grants fraud prevention practices and processes

We assist businesses and agencies administering grants programs in being more responsive and transparent in their interactions with grantees. ICF helps meet grants accountability standards for agencies, U.S. federal grantees, and more.

We use a disciplined yet flexible program-management model custom tailored to meet grantor needs. ICF leverages proven industry-leading business processes, robust analytics, and comprehensive IT expertise to ensure measurable results in grants management. Our client-centered approach means we can work with legacy systems or create new ones, adapting quickly to changing situations for grantor and grantees.

Labor Category Descriptions for SINS C520-2, C520-13 AND C520-22

Senior Consultant 7

Minimum/General Experience: Minimum 15 years of experience.

Functional Responsibility: Responsible for directing financial activities and overseeing project development with ultimate responsibility for ensuring completion of all work products and deliverables on time, within budget, and to the client's satisfaction. Provides specialized expertise and develops solutions to complex methodological problems; has major project

management responsibilities of multi-disciplinary teams; is a peer of leading practitioners in area of technical expertise.

Minimum Education: Master's Degree or equivalent.

Senior Consultant 6

Minimum/General Experience: Minimum 12 years of experience.

Functional Responsibility: Provides specialized expertise and develops solutions to complex methodological problems; has major firm-wide management responsibilities of multi-disciplinary teams; is a peer of leading practitioners in area of technical expertise.

Minimum Education: Master's Degree or equivalent.

Senior Consultant 5

Minimum/General Experience: Minimum 10 years of experience.

Functional Responsibility: Provides specialized expertise and develops solutions to complex methodological problems; has major firm-wide management responsibilities of multi-disciplinary teams; is a peer of leading practitioners in area of technical expertise.

Minimum Education: Master's Degree or equivalent.

Senior Consultant 4

Minimum/General Experience: Minimum 9 years of experience.

Functional Responsibility: Provides expert technical skills in both general and specialized subject matter that is critical to a project's success. Ensures standards of quality and applicability to project goals and client specifications within the context of the applicable technical field; is a peer of leading practitioners in area of technical expertise.

Minimum Education: Master's Degree or equivalent.

Senior Consultant 3

Minimum/General Experience: Minimum 8 years of experience.

Functional Responsibility: Plans, conducts and supervises projects of major significance, necessitating advanced knowledge and the ability to originate and apply new and unique methods and procedures; provides senior leadership in field of expertise and develops solutions to complex methodological problems; has project management responsibilities of multi-disciplinary teams; is a peer of leading practitioners in area of technical expertise.

Minimum Education: Master's Degree or equivalent.

Senior Consultant 2

Minimum/General Experience: Minimum 7 years of experience.

Functional Responsibility: Plans, conducts and supervises large/complex projects, necessitating advanced knowledge and the ability to originate and apply new and unique methods and procedures; provides senior leadership in field of expertise and develops solutions to complex methodological problems; is a peer of leading practitioners in area of technical expertise.

Minimum Education: Master's Degree or equivalent.

Senior Consultant 1

Minimum/General Experience: Minimum 6 years of experience.

Functional Responsibility: Plans, conducts and supervises small scope projects, necessitating advanced knowledge and the ability to originate and apply new and unique methods and procedures; alternatively, provides senior technical advice and counsel to other professionals; generally operates with wide latitude for un-reviewed action.

Minimum Education: Master's Degree or equivalent.

Consultant 5

Minimum/General Experience: Minimum 8 years of experience.

Functional Responsibility: With direction from project leaders, capable of using relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, Implements specialized solutions to problems; supervises junior staff; develops project work in areas of technical competence that will support other staff.

Minimum Education: Master's Degree or equivalent.

Consultant 4

Minimum/General Experience: Minimum 6 years of experience.

Functional Responsibility: With direction from project leaders, capable of using relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, Implements specialized solutions to problems; supervises junior staff; develops project work in areas of technical competence that will support other staff.

Minimum Education: Bachelor's Degree or equivalent.

Consultant 2

Minimum/General Experience: Minimum 4 years of experience.

Functional Responsibility: With direction from project leaders, capable of using relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, Implements specialized solutions to problems; supervises junior staff; develops project work in areas of technical competence that will support other staff.

Minimum Education: Bachelor's Degree or equivalent.

Consultant 1

Minimum/General Experience: Minimum 3 years of experience.

Functional Responsibility: With direction from project leaders, capable of using relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, Implements specialized solutions to problems; supervises junior staff; develops project work in areas of technical competence that will support other staff.

Minimum Education: Bachelor's Degree or equivalent.

Research Assistant 4**Minimum/General Experience:** Minimum 2 years or more of experience.**Functional Responsibility:** Has good communication skills and effective task participation. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research).**Minimum Education:** Bachelor’s Degree or equivalent.**Research Assistant 3****Minimum/General Experience:** Minimum 2 years or more of experience.**Functional Responsibility:** Has good communication skills and effective task participation. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research).**Minimum Education:** Bachelor’s Degree or equivalent.**Research Assistant 2****Minimum/General Experience:** Minimum 1 year or more of experience.**Functional Responsibility:** Has good communication skills and effective task participation. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research).**Minimum Education:** Bachelor’s Degree or equivalent.**Research Assistant 1****Minimum/General Experience:** 0 years or more of experience.**Functional Responsibility:** Has good communication skills and effective task participation. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research).**Minimum Education:** Bachelor’s Degree or equivalent.**Service Contract Act (SCA) Matrix for SINS C520-2, C520-13 and C520-22**

SCA Eligible Contract Labor Category Title	SCA Occupation Code - Title	WD (Wage Determination) #
Research Assistant II	01113 - General Clerk III	52-2103
Research Assistant I	01020 - Administrative Assistant	52-2103
The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determination Number identified in the SCA matrix. The prices awarded are in line with the geographic scope of the contract.		

Pricing for SINS C520-2, C520-13, and C520-22

SIN	Awarded Labor Category	Site	12/24/2014-12/23/2015	12/24/2015-12/23/2016	12/24/2016-12/23/2017	12/24/2017-12/23/2018	12/24/2018-12/23/2019
C520-2,C520-13,C520-22	Senior Consultant 7	Both	\$229.06	\$235.93	\$243.01	\$250.30	\$257.81
C520-2,C520-13,C520-22	Senior Consultant 6	Both	\$203.96	\$210.08	\$216.38	\$222.87	\$229.56
C520-2,C520-13,C520-22	Senior Consultant 5	Both	\$191.41	\$197.15	\$203.07	\$209.16	\$215.43
C520-2,C520-13,C520-22	Senior Consultant 4	Both	\$175.72	\$180.99	\$186.42	\$192.01	\$197.77
C520-2,C520-13,C520-22	Senior Consultant 3	Both	\$167.35	\$172.37	\$177.54	\$182.87	\$188.35
C520-2,C520-13,C520-22	Senior Consultant 2	Both	\$146.43	\$150.82	\$155.35	\$160.01	\$164.81
C520-2,C520-13,C520-22	Senior Consultant 1	Both	\$135.97	\$140.05	\$144.25	\$148.58	\$153.04
C520-2,C520-13,C520-22	Consultant 5	Both	\$150.61	\$155.13	\$159.78	\$164.58	\$169.51
C520-2,C520-13,C520-22	Consultant 4	Both	\$112.96	\$116.35	\$119.84	\$123.43	\$127.14
C520-2,C520-13,C520-22	Consultant 2	Both	\$89.95	\$92.65	\$95.43	\$98.29	\$101.24
C520-2,C520-13,C520-22	Consultant 1	Both	\$81.58	\$84.03	\$86.55	\$89.14	\$91.82
C520-2,C520-13,C520-22	Research Assistant 4	Both	\$75.31	\$77.57	\$79.90	\$82.29	\$84.76
C520-2,C520-13,C520-22	Research Assistant 3	Both	\$71.12	\$73.25	\$75.45	\$77.71	\$80.05
C520-2,C520-13,C520-22	Research Assistant 2	Both	\$61.71	\$63.56	\$65.47	\$67.43	\$69.46
C520-2,C520-13,C520-22	Research Assistant 1	Both	\$55.43	\$57.09	\$58.81	\$60.57	\$62.39

The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.

Environmental Services (EAS)

C 899-1 Environmental Consulting Services

ICF International assists clients in environmental planning and development with broad-based services that consider the impact of economics, health, policy, culture, and climate. Through sophisticated modeling of future scenarios, measurement of impacts, engineering expertise, natural resource management experience, and policy knowledge, ICF helps clients plan and implement environmental solutions that benefit all stakeholders and achieve regulatory compliance.

Helping our clients achieve the most positive environmental outcomes is what drives us. ICF assists clients with:

- Creating solid documentation and analysis of alternatives and mitigation in environmental impact assessments
- Developing long-range plans for managing natural resources, including coastlines, watersheds, and energy sources
- Finding solutions to revitalize and sustainably develop brownfields and contaminated areas
- Analyzing and modeling the public health effects of development and environmental policy
- Achieving compliance with diverse and overlapping regulations

C 899-3 Environmental Training Services

ICF International delivers custom training materials, classes, and other forms of environmental education to keep environmental professionals, members of academia, individuals in community leadership roles, and the public up-to-date on regulatory compliance issues. We offer environmental science, planning, and regulatory knowledge, as well as skill in effective education practices. These multidisciplinary capabilities enable us to find the correct balance of expertise for each client and to assign the most appropriate instructors for any learning group or environmental topic.

As a global company, ICF has the resources to assign the most appropriate subject matter instructor for any client or environmental topic. We offer experts in topics ranging from National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) regulations to European Union Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) requirements, and community relations. All courses can be customized to an organization's or community's education program needs.

ICF delivers environmental education classes in a variety of formats, including:

- Webinars
- College and academic courses
- Public outreach classes
- Distance learning
- One-on-one and small group training

ICF's environmental education resources also include texts, web materials, and books written or edited by ICF's recognized environmental compliance experts. These comprehensive resources contain auxiliary material useful beyond the duration of the class.

Labor Category Descriptions for SINS C899-1 and C899-3

Principal Consultant IV

General Experience: Minimum of 18 years of relevant work experience.

Functional Responsibility: Provides corporate oversight of programs including allocation of corporate resources, resolving issues at the corporate level, and monitoring client service and client satisfaction.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Principal Consultant III

General Experience: Minimum of 15 years of relevant work experience.

Functional Responsibility: Provides high level senior support on programs, including serving in a technical leadership role and overall managerial role, including developing and implementing budget and financial controls for projects and programs. Supports corporate in overall program implementation.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Principal Consultant II

General Experience: Minimum of 10 years of relevant work experience.

Functional Responsibility: Provides high level senior support on programs, including serving in a technical leadership role and overall managerial role, including developing and implementing budget and financial controls for projects and programs. Ability to serve as technical expert in multiple areas.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Principal Consultant I

General Experience: Minimum of 8 years of relevant work experience.

Functional Responsibility: Provides high level senior support on programs, including serving in a technical leadership role and overall managerial role, including developing and implementing budget and financial controls for projects and programs.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Senior Consultant VII

General Experience: Minimum of 20 years of relevant work experience including Leading Practitioner.

Functional Responsibility: Provides leadership in field of expertise, and develops solutions to complex methodological problems. Expertise makes this individual a peer of leading practitioners of his/her discipline within the company. Contributes major technical sections of client deliverables. May serve as a technical advisor.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Senior Consultant VI

General Experience: Minimum of 17 years of relevant work experience including Tech Advisor outside Practice Area.

Functional Responsibility: Provides leadership in field of expertise, and develops solutions to complex methodological problems. Expertise makes this individual a peer of leading practitioners of his/her discipline within the company. Contributes major technical sections of client deliverables. May be known nationally and serve on expert panels.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Senior Consultant V

General Experience: Minimum of 14 years of relevant work experience including Tech Advisor within Practice Area.

Functional Responsibility: Provides technical leadership in field of expertise, and develops solutions to complex methodological problems. Expertise makes this individual a peer of leading practitioners of his/her discipline within the company. Contributes major technical sections of client deliverables.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Senior Consultant IV

General Experience: Minimum of 10 years of relevant work experience including Large/Complex Scope Projects.

Functional Responsibility: Provides technical and management leadership of projects. Acts as primary quality control for projects. Supervises staff. Establishes priorities for current and proposed projects. Prepares and administers overall budgets. Responsible for coordinating personnel allocation on various projects. Maintains ongoing contact with clients.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Senior Consultant III

General Experience: Minimum of 8 years of relevant work experience including Medium Scope Projects.

Functional Responsibility: Project manager responsible for overall management of projects. Acts as primary quality control for projects. Supervises project staff. Establishes priorities for current and proposed projects. Prepares and administers overall budgets. Responsible for coordinating personnel allocation on various projects. Maintains ongoing contact with clients.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Senior Consultant II

General Experience: Minimum of 6 years of relevant work experience including Small Scope Projects.

Functional Responsibility: Responsible for technical and task management of projects, including providing quality control, supervising project staff, preparing and administering budgets, and maintaining contact with clients.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Senior Consultant I

General Experience: Minimum of 4 years of relevant work experience.

Functional Responsibility: Responsible for technical and task management of projects, including providing quality control, supervising project staff, preparing and administering budgets, and maintaining contact with clients.

Qualifications: Master's Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Consultant IV

General Experience: Minimum of 10 years of relevant work experience.

Functional Responsibility: Responsible for diverse set of project tasks and delegates appropriately. Structures approach to analysis relating to project issues. Conducts and coordinates analysis. Plans and arranges schedule and budget for a project. Supervises project staff.

Qualifications: Bachelors Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Consultant III

General Experience: Minimum of 8 years of relevant work experience including Complex Project Supervision.

Functional Responsibility: Works independently under general supervision. Responsible for a set of project tasks and delegates appropriately. Structures approach to analysis relating to project issues. Conducts and coordinates analysis. Plans and arranges schedule and budget for a project. Supervises project staff.

Qualifications: Bachelors Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Consultant II

General Experience: Minimum of 6 years of relevant work experience including Medium Project Supervision.

Functional Responsibility: Works independently under general supervision. Structures approach to analysis relating to project issues. Conducts and coordinates analysis; delegates appropriately. Plans and arranges schedule and budget for a project. Supervises project staff.

Qualifications: Bachelors Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Consultant I

General Experience: Minimum of 4 years of relevant work experience including Small Project Supervision.

Functional Responsibility: Works independently under general supervision. Structures approach to analysis relating to project issues. Conducts and coordinates analysis; delegates appropriately. Plans and arranges schedule and budget for a project. Supervises junior staff.

Qualifications: Bachelors Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Junior Consultant IV

General Experience: Minimum of 5 years of relevant work experience.

Functional Responsibility: Works under general supervision and requires attention to detail as well as an ability to learn new things quickly. May supervise tasks of junior-level staff.

Constructs analysis on a variety of issues for public and private sector clients. Assists in preparing work plans, analytical approaches, and schedules. Identifies and resolves conflicting problems. Drafts and presents analysis to managers.

Qualifications: Bachelors Degree or equivalent combination of education & experience in areas such as business, information technology, public policy, engineering, economics, social sciences, physical sciences or related disciplines.

Junior Consultant III

General Experience: Minimum of 4 years of relevant work experience.

Functional Responsibility: Works under general supervision and requires attention to detail as well as an ability to learn new things quickly. Advanced knowledge in technical area of expertise. May supervise tasks of project staff. Constructs analysis on a variety of issues for public and private sector clients. Assists in preparing work plans, analytical approaches, and schedules. Identifies and resolves conflicting problems. Drafts and presents analysis to managers.

Qualifications: Bachelors Degree or equivalent combination of education & experience in areas such as engineering, physical sciences or related disciplines.

Junior Consultant II

General Experience: Minimum of 3 years of relevant work experience.

Functional Responsibility: Works under general supervision and requires attention to detail as well as an ability to learn new things quickly. Advanced knowledge in technical area of expertise. May supervise tasks of junior staff. Constructs analysis on a variety of issues for public and private sector clients. Assists in preparing work plans, analytical approaches, and schedules. Identifies and resolves conflicting problems. Drafts and presents analysis to managers.

Qualifications: Bachelors Degree or equivalent combination of education & experience in areas such as social sciences, physical sciences or related disciplines.

Junior Consultant I

General Experience: Minimum of 2 years of relevant work experience.

Functional Responsibility: Works under general supervision and requires attention to detail as well as an ability to learn new things quickly. May supervise tasks of project staff. Constructs analysis on a variety of issues for public and private sector clients. Assists in the preparation of work plans, analytical approaches, and schedules. Identifies and resolves conflicting problems. Drafts and presents analysis to managers.

Qualifications: Bachelors Degree or equivalent combination of education & experience in areas such as business, information technology, public policy or related disciplines.

Researcher IV

General Experience: Minimum of 3 years of relevant work experience.

Functional Responsibility: Works under very minimal supervision and with a focus on technical and quantitative projects. Possesses excellent background in technical area of expertise and/or

quantitative skills. Leads development of small, well-defined draft technical and quantitative analysis sections of deliverables and presentations. Assists in developing and running models. Performs increasingly advanced tasks that involve engineering, modeling, and related quantitative analysis, which involve the use of complicated spreadsheets and regional economic models, statistical analysis, basic GIS analysis, and developing computer models for performing analysis. Incorporates review comments into draft and final deliverables. Coordinates progress with other work team members. Performs advanced analytical tasks that require facility with tools that include proprietary models, spreadsheets, and statistical analysis packages. Directs and reviews the analytical work of more junior staff.

Qualifications: Bachelors Degree or equivalent combination of education & experience in business, economics, engineering, information technology, mathematics, the physical sciences, or related disciplines.

Researcher III

General Experience: Minimum of 3 years of relevant work experience.

Functional Responsibility: Works under very minimal supervision and with a focus on qualitative projects. Possesses excellent background in area of expertise. Prepares draft technical sections of deliverables and presentations. Incorporates review comments into draft and final deliverables. Coordinates progress with other work team members. Has an understanding of various analytical tools and is able to interpret and apply the results of analyses prepared by others who use those tools. Assists in directing the activity of more junior staff and reviewing their work.

Qualifications: Bachelors Degree or equivalent combination of education & experience in history, marketing and communications, philosophy, planning, public policy, the social sciences, or related disciplines.

Researcher II

General Experience: Minimum of 2 years of relevant work experience.

Functional Responsibility: Works under limited supervision and with a focus on technical and quantitative projects. Possesses a strong background in technical area of expertise and/or quantitative skills. Prepares draft sections of deliverables and presentations. Incorporates review comments into draft and final technical and quantitative analysis deliverables. Coordinates progress with other work team members. Performs relatively advanced tasks that involve engineering, modeling, and related quantitative analysis, which involve the use of complicated spreadsheets and regional economic models, statistical analysis, basic GIS analysis, and using computer models to perform analysis. Performs research that involves reviewing and summarizing analytical reports on relevant topics, and performs analysis that requires strong spreadsheet skills. Reviews the work of more junior staff.

Qualifications: Bachelors Degree or equivalent combination of education & experience in business, economics, engineering, information technology, mathematics, the physical sciences, or related disciplines.

Researcher I

General Experience: Minimum of 2 years of relevant work experience.

Functional Responsibility: Works under limited supervision and with a focus on qualitative projects. Prepares draft sections of deliverables and presentations, and incorporates review comments into later drafts and final Helps direct provision of meeting logistics support. Reviews drafts of material written by more junior staff.deliverables. Coordinates progress with other work team members. Performs and helps oversee data collection, research (**survey work, library research, computer research**), and **straightforward analyses prepared by more junior staff.**

Qualifications: Bachelors Degree or equivalent combination of education & experience in history, marketing and communications, philosophy, planning, public policy, the social sciences, or related disciplines.

Professional Support III

General Experience: 0-2 years of relevant work experience.

Functional Responsibility: Works under supervision and requires attention to detail as well as an ability to learn new things quickly. Performs advanced tasks that involve engineering, modeling, and related quantitative analysis, which involves the use of complicated spreadsheets and regional economic models, statistical analysis, basic GIS analysis, and computer programming and analysis. Prepares draft technical sections of reports.

Qualifications: Bachelors degree or equivalent combination of education & experience in economics, engineering, information technology, mathematics, or related disciplines.

Professional Support II

General Experience: 0-2 years of relevant work experience.

Functional Responsibility: Works under supervision and requires attention to detail as well as an ability to learn new things quickly. Performs tasks that involve digesting and summarizing research papers or analytical reports, performing analysis that requires strong spreadsheet skills, conducting technically focused literature and internet searches, and basic computer programming and analysis. Writes draft sections of reports.

Qualifications: Bachelors Degree or equivalent combination of education & experience in business, physical sciences, or related disciplines.

Professional Support I

General Experience: 0-2 years of relevant work experience.

Functional Responsibility: Works under supervision and requires attention to detail as well as an ability to learn new things quickly. Performs basic tasks such as data collection (survey work, library research, and internet research), literature and background searches, proofreading, meeting logistics support, and straightforward analysis that may require rudimentary spreadsheet skills and familiarity with basic statistical metrics. Writes preliminary draft sections of reports. Coordinates documents production.

Qualifications: Bachelors Degree or equivalent combination of education & experience in history, marketing and communications, philosophy, planning, public policy, the social sciences, or related disciplines.

Research Technician III

General Experience: 1 year of relevant work experience.

Functional Responsibility: Provides data collection and administrative support for one or more projects. Typical duties may include all of some combination of the following: assistance with data collection (survey work, library research, computer research), administrative support (typing, filing, copying, mailing), data entry and maintenance, coordination of document production.

Qualifications: HighSchool/Equiv.

Clerical Support III

General Experience: Minimum of 5 years of relevant work experience.

Functional Responsibility: Serves as technical specialist. Performs word processing/desktop publishing. May supervise document production.

Qualifications: HighSchool/Equiv.

Clerical Support II

General Experience: Minimum of 3 years of relevant work experience.

Functional Responsibility: Prepares complex and detailed documents from a variety of input sources. Produce a wide range of format versions through complete knowledge of word processing programs. Edit and proofread. May provide technical assistance to less experienced personnel.

Qualifications: HighSchool/Equiv.

Clerical Support I

General Experience: Minimum of 1 year of relevant work experience.

Functional Responsibility: Prepares moderately complex documents using word processing programs within established quality and time guidelines. Edit and proofread material for accuracy and completeness.

Qualifications: HighSchool/Equiv.

Equivalent Experience Requirements for SINS C899-1 and C899-3

- Any combination of additional years of relevant experience plus full time college level study totaling four years will be an acceptable substitute for a Bachelors degree.
- A Bachelors degree plus any combination of additional years of relevant experience and graduate level study totaling two years will be an acceptable substitute for a Masters degree.

- Additional years of graduate level study in an appropriate field will be considered equal to years of experience on a one-for-one basis.
- Staff whose training and experience exceed the requirements of their role for a particular assignment may have their years of experience decreased for purposes of placement in a labor category for that assignment.

Service Contract Act (SCA) Matrix for SINS C899-1 and C899-3

SCA Eligible Contract Labor Category Title	SCA Occupation Code - Title	WD (Wage Determination) #
Research Technician III	01113 - General Clerk III	05-2103
Clerical Support III	01020 - Administrative Assistant	05-2103
Clerical Support II	01313 - Secretary III	05-2103
Clerical Support I	01312 - Secretary II	05-2103
The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determination Number identified in the SCA matrix. The prices awarded are in line with the geographic scope of the contract.		

Pricing for SINS C899-1 and C899-3

SIN	Awarded Labor Category	Site	12/24/2014-12/23/2015	12/24/2015-12/23/2016	12/24/2016-12/23/2017	12/24/2017-12/23/2018	12/24/2018-12/23/2019
C899-1, C899-3	Principal Consultant IV	Both	\$381.13	\$388.75	\$396.53	\$404.46	\$412.55
C899-1, C899-3	Principal Consultant III	Both	\$322.77	\$329.23	\$335.81	\$342.53	\$349.38
C899-1, C899-3	Principal Consultant II	Both	\$265.01	\$270.31	\$275.72	\$281.23	\$286.86
C899-1, C899-3	Principal Consultant I	Both	\$210.18	\$214.38	\$218.67	\$223.04	\$227.50
C899-1, C899-3	Senior Consultant VII	Both	\$273.77	\$279.25	\$284.84	\$290.54	\$296.35
C899-1, C899-3	Senior Consultant VI	Both	\$247.41	\$252.36	\$257.41	\$262.56	\$267.81

C899-1, C899-3	Senior Consultant V	Both	\$222.98	\$227.44	\$231.99	\$236.63	\$241.36
C899-1, C899-3	Senior Consultant IV	Both	\$203.22	\$207.28	\$211.43	\$215.66	\$219.97
C899-1, C899-3	Senior Consultant III	Both	\$182.62	\$186.27	\$190.00	\$193.80	\$197.68
C899-1, C899-3	Senior Consultant II	Both	\$158.76	\$161.94	\$165.18	\$168.48	\$171.85
C899-1, C899-3	Senior Consultant I	Both	\$118.37	\$120.74	\$123.15	\$125.61	\$128.12
C899-1, C899-3	Consultant IV	Both	\$152.61	\$155.66	\$158.77	\$161.95	\$165.19
C899-1, C899-3	Consultant III	Both	\$139.64	\$142.43	\$145.28	\$148.19	\$151.15
C899-1, C899-3	Consultant II	Both	\$129.47	\$132.06	\$134.70	\$137.39	\$140.14
C899-1, C899-3	Consultant I	Both	\$108.59	\$110.76	\$112.98	\$115.24	\$117.54
C899-1, C899-3	Junior Consultant IV	Both	\$131.12	\$133.74	\$136.41	\$139.14	\$141.92
C899-1, C899-3	Junior Consultant III	Both	\$112.68	\$114.93	\$117.23	\$119.57	\$121.96
C899-1, C899-3	Junior Consultant II	Both	\$101.41	\$103.44	\$105.51	\$107.62	\$109.77
C899-1, C899-3	Junior Consultant I	Both	\$77.14	\$78.68	\$80.25	\$81.86	\$83.50
C899-1, C899-3	Researcher IV	Both	\$106.54	\$108.67	\$110.84	\$113.06	\$115.32
C899-1, C899-3	Researcher III	Both	\$89.34	\$91.13	\$92.95	\$94.81	\$96.71
C899-1, C899-3	Researcher II	Both	\$82.84	\$84.50	\$86.19	\$87.91	\$89.67
C899-1, C899-3	Researcher I	Both	\$70.07	\$71.47	\$72.90	\$74.36	\$75.85
C899-1, C899-3	Professional Support III	Both	\$84.25	\$85.94	\$87.66	\$89.41	\$91.20
C899-1, C899-3	Professional Support II	Both	\$71.41	\$72.84	\$74.30	\$75.79	\$77.31

C899-1, C899-3	Professional Support I	Both	\$64.05	\$65.33	\$66.64	\$67.97	\$69.33
C899-1, C899-3	Research Technician III	Both	\$48.09	\$49.05	\$50.03	\$51.03	\$52.05
C899-1, C899-3	Clerical Support III	Both	\$87.16	\$88.90	\$90.68	\$92.49	\$94.34
C899-1, C899-3	Clerical Support II	Both	\$73.37	\$74.84	\$76.34	\$77.87	\$79.43
C899-1, C899-3	Clerical Support I	Both	\$64.26	\$65.55	\$66.86	\$68.20	\$69.56

The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.

Advertising & Integrated Marketing Solutions (AIMS)

ICF Consulting delivers Integrated Marketing Services, from conceptualization through execution. We identify a wide range of appropriate and cost-effective tactics for targeting and driving home messages that help our clients meet their outreach goals.

Paid Advertising

What makes an advertising campaign effective? Although an effective campaign needs to promote a product, service, program, or idea, its larger objectives are to influence behavior and create loyalty. ICF Consulting also has extensive expertise developing creative advertising campaigns that have the maximum impact on target audiences utilizing critical media such as magazines, television, direct response, and newspapers.

Commercial & Graphic Art Design

ICF Consulting understands the power of illustration and graphic design to make outreach materials appealing to target audiences. Our graphic designers work closely with our account managers and copywriters to distill complicated policy and technical issues into dynamic, easy-to-understand materials.

Creative Materials

At ICF Consulting, we provide you with the talents necessary to produce a wide range of creative materials that are both eye-catching and strategic. A successful campaign requires an extensive and diverse set of creative materials to support its outreach efforts. The materials include everything from publications for trade shows to Web banners and point-of-purchase materials. In addition, creative materials must be kept fresh in order to attract the attention of target audiences. Our team includes key individuals who have a history of award-winning, creative successes and newer members who offer cutting-edge ideas and materials.

Direct Mail

To undertake an effective direct mail campaign, ICF Consulting identifies and secures appropriate mailing lists, develops test mail pieces, distributes pieces to appropriate audiences, and evaluates results.

Market Research & Strategy Development

Industry and audience research plays a key role in how a campaign evolves. Market research and development of a campaign strategy are the most critical prerequisites for delivering a successful message and are the foundation for any advertising or public relations campaign. ICF Consulting is adept at developing a strategy that focuses on the right audiences and identifying and using tactics to achieve the desired results. We are also able to execute a diverse range of qualitative or quantitative research techniques to evaluate the effectiveness of client advertising and marketing using surveys, tracking studies, market segmentation studies, focus

groups, telephone interviews, and even attitudinal research. We know that well-planned and expertly executed research is key to successful campaign performance.

Media Planning, Buying, & Analysis

ICF Consulting knows how to use media effectively and efficiently and how to mix media for optimum outreach. Our team has extensive knowledge and demonstrated experience in the many facets of media planning and buying critical to the success of any advertising or public service campaign. In addition to media planning, buying, and analysis for paid media, our capabilities extend to outreach for earned media resulting in free media coverage. To support these activities, we develop media lists, editorial kits, and B-roll footage. In addition, we conduct media training and develop briefing materials to ensure that key messages are conveyed consistently and persuasively.

Photography

ICF Consulting finds photos at low or no cost from government agencies and our own extensive library whenever possible. Where specific images are required, our relationships with photo houses and professional photographers make finding the appropriate image easy.

Press & Public Relations

Public relations facilitate communication and understanding by managing relationships with various audiences. It also generates the credibility required to support an advertising campaign. We work regularly with the media to support our clients communications goals, undertaking efforts such as article placement, editorial outreach, press events, media pitching, and third-party leveraging as well as partnership building.

Radio, Television, & Outdoors Public Service Announcement Development and Placement

Although paid advertising allows complete control of the message and the channels by which it is distributed, it can be costly. ICF Consulting, with support from DDB, works with government clients to identify, as an alternative, PSA opportunities. By leveraging our extensive relationships with media outlets, we are often able to achieve no cost placements.

Trade Shows, Conferences, & Awards Ceremonies

Large events like conferences and other forums offer an effective method for our clients to reach target audiences directly. ICF Consulting works closely with clients to develop supporting materials and exhibits, attract media coverage, and provide logistical support.

Video and Film Production

Because video and film marketing can be expensive, ICF Consulting works closely with our clients to ensure that a video is the appropriate vehicle for conveying a message to a given audience. We guide our clients through pre-production, logistics, script development, production, and post production, paying special attention to deadlines and cost-control.

Web Sites

In the current information age, more people are seeking information from the Internet. We provide design and programming support for Web sites and can help you develop strategies to translate traditional communications materials into forms suitable for the Web. ICF Consulting works with clients to make the most of on-line communications by building dynamic user-friendly sites, creating interactive interfaces for site visitors, designing graphics, writing and editing content, implementing necessary enhancements, and providing program support.

C541 1 Advertising Services

Provided under this SIN will promote public awareness of an agency's mission and initiatives, enable public understanding of complex technical and social issues, disseminate information to industry and consumer advocacy groups and engage in recruitment campaigns. Services include, but are not limited to the following components: advertising objective determination, message decision / creation, media selection, outdoor marketing and media services, broadcast media (radio, TV and public service announcements), direct mail services, media planning, media placement services, advertising evaluation, related activities to advertising services.

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

C541 2 Public Relations Services

Services provided under this SIN include, but are not limited to the following components: providing customized media and public relation services such as the development of media messages and strategies; providing recommendations of media sources for placement of campaigns; preparing media materials such as, background materials, press releases, speeches and presentations and press kits.

Other related services may fall under the following categories: executing media programs, conducting press conferences, scheduling broadcast and/or print interviews, public relations and crisis communications media training, such as, training of agency personnel to deal with media and media responses, media alerts and press clipping services related activities to public relations services.

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

C541 4A Market Research and Analysis

Services include, but are not limited to the following components: customizing strategic marketing plans, branding initiatives, creating public awareness of products, services, and issues; targeting market identification and analysis, establishing measurable marketing

objectives; determining market trends and conditions, identifying and implementing appropriate strategies, conducting focus groups, telemarketing, individual interviews, preparing/distributing surveys, and compiling/analyzing results, establishing call centers (in relation to services provided under this schedule).

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

C541 4B Video / Film Production

Services provided under this SIN include, but are not limited to the following components: writing, directing, shooting, arranging for talent / animation, narration, music and sound effects, duplication, distribution, video scoring; and editing.

Videotape and film production services will be provided to inform the public and Government agencies about the latest products, services, and/or issues in various outputs such as: industry standard formats, CD-ROM, DVD and video streaming development. Filming in studios, on location, live shows or events may also be required.

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

C541 4C Exhibit Design and Implementation Services

Services provided under this SIN include making all necessary arrangements for exhibits in various venues (museums, malls, tradeshows, etc.) as may be required. Services include, but are not limited to the following components: conceptualizing, designing and producing exhibits and their accompanying materials, providing and/or making recommendations for carpet and padding installation for exhibit property; preview, set-up and dismantling of exhibit property, cleaning, prepping and storing exhibit property for future use, shipping exhibit property to and from designated site(s); and media illumination services.

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

C541 5 Integrated Marketing Services

Services provided under this SIN include offering a complete solution that collectively integrates the various services provided separately under the other SINs. Services include, but may not be limited to the following components: creation of comprehensive solutions using strategically targeted marketing plans that include full service execution of media planning and creative multimedia campaigns. Comprehensive solutions include services available separately under SINs: 541 1 Advertising Services, 541 2 Public Relations Services, 541 3 Web Based Marketing

Services and 541 4 Specialized Marketing (i.e. SIN 541 4A through SIN 541 4G). Contractors must demonstrate the capabilities to provide services normally associated with an integrated marketing campaign (Market Research, Conference Planning, etc.).

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers. This paragraph does not apply to no cost contracting arrangement(s).

C541 1000 Other Direct Costs (ODCs) are expenses other than labor hours.

All ODCs proposed must be directly related to a service being offered under this schedule and can only be purchased in conjunction with the schedule service. Possible ODCs may include such items such as subcontract labor, audio/visual equipment, facility rental, commercial production, media costs, booth space rental, etc.

NOTE: Special Instructions: The work performed under this SIN shall be associated with existing SIN(s) that are part of this schedule. Other Direct Costs shall not be the primary purpose of the work ordered, but be an integral part of the total solution offered. Other Direct Costs may only be ordered in conjunction with or in support of supplies or services purchased under another SIN(s) of the same schedule. Offerors will be required to provide additional information to support a determination that their proposed Other Direct Costs are commercially offered in support of one or more SIN(s) under this schedule.

NOTE: Travel and per diem are not considered Other Direct Costs and will be addressed at the Task Order level.

NOTE: Any commissions received for media placement, conference planning, etc. will either (a) be returned to the ordering agency or (b) applied as a credit to the cost of the project, whichever the ordering agency prefers.

Labor Category Descriptions

- **Project Executive II**

Minimum/General Experience: Minimum 20 years of relevant work experience and have highly specialized areas of expertise.

Functional Responsibility: Identifies, develops and coordinates marketing campaign strategies involving advertising and collateral materials. Also defines market research needs and requirements and appropriate strategies for informational research activities. Defines and coordinates campaign rollout implementation strategy. Works with the customer to identify image branding requirements, media outlets and technology-driven marketing and public information resources. Assists in strategic planning for communications initiatives.

Minimum Education: Master's Degree or equivalent.

- **Project Executive I**

Minimum/General Experience: Minimum 15 years of relevant work experience.

Functional Responsibility: Identifies, develops and coordinates marketing campaign strategies involving advertising and collateral materials. Also defines market research needs and requirements and appropriate strategies for informational research activities. Defines and coordinates campaign rollout implementation strategy. Works with the customer to identify image branding requirements, media outlets and technology-driven marketing and public information resources. Assists in strategic planning for communications initiatives.

Minimum Education: Master's Degree or equivalent.

- **Public Relations Specialist III**

Minimum/General Experience: Minimum 10 years of relevant work experience and qualified to manage public relations independently.

Functional Responsibility: Handles overall program management activities for certain task orders at the individual agency level. Responsible for managing the delivery of quality services and products to the clients. Skill levels typically required to implement the specific tactics needed, e.g., conceptualize, write and edit a newsletter or research the placement of an outdoor billboard.

Minimum Education: Master's Degree or equivalent.

- **Public Relations Specialist II**

Minimum/General Experience: Minimum 8 years of relevant work experience.

Functional Responsibility: Skill levels typically required to implement the specific tactics needed, e.g., conceptualize, write and edit a newsletter or research the placement of an outdoor billboard.

Minimum Education: Bachelors Degree or equivalent.

- **Public Relations Specialist I**

Minimum/General Experience: Minimum 5 years of relevant work experience.

Functional Responsibility: Skill levels typically required to implement the specific tactics needed, e.g., conceptualize, write and edit a newsletter or research the placement of an outdoor billboard.

Minimum Education: Bachelors Degree or equivalent.

- **Media Relations Specialist IV**

Minimum/General Experience: Minimum 15 years of relevant work experience.

Functional Responsibility: Responsible for managing our performance of any media relations tasks issued. Possesses the required financial and project management skills required to ensure timely delivery of services and products and to ensure that a client's strategic objectives are achieved on individual task orders. Handle overall program management activities for certain task orders at the individual agency level. Will manage the day-to-day delegation of work to more junior staff which will be needed to perform on-going task activities.

Minimum Education: Master's Degree or equivalent.

- **Media Relations Specialist III**

Minimum/General Experience: Minimum 10 years of experience.

Functional Responsibility: Responsible for managing our performance of any media relations tasks issued. Possesses the required financial and project management skills required to ensure timely delivery of services and products and to ensure that a client's strategic objectives are achieved on individual task orders. Handle overall program management activities for certain task orders at the individual agency level. Will manage the day-to-day delegation of work to more junior staff which will be needed to perform on-going task activities.

Minimum Education: Master's Degree or equivalent.

- **Media Relations Specialist II**

Minimum/General Experience: Minimum 8 years of experience of relevant work experience.

Functional Responsibility: Will make substantial contributions to the performance of the work on a daily basis. Report to more senior employees regarding project and financial management issues. Skill levels typically required to implement the specific tactics needed, e.g., conceptualize, write and produce a media kit.

Minimum Education: Bachelors Degree or equivalent.

- **Media Relations Specialist I**

Minimum/General Experience: Minimum 5 years of experience of relevant work experience.

Functional Responsibility: Will make substantial contributions to the performance of the work on a daily basis. Report to more senior employees regarding project and financial management issues. Skill levels typically required to implement the specific tactics needed, e.g., conceptualize, write and produce a media kit.

Minimum Education: Bachelors Degree or equivalent.

- **Program Analyst IV**

Minimum/General Experience: Minimum 15 years of experience of relevant work experience. Requires significant substantive expertise to outreach projects for a variety of federal agencies.

Functional Responsibility: Involved in strategic planning at a project's outset. Assist our public relations specialists and our media relations in the day-to-day implementation of public information services. Activities anticipated include reviewing technical background documents for accuracy, developing technical charts and generating data inputs for graphs.

Minimum Education: Master's Degree or equivalent.

- **Program Analyst III**

Minimum/General Experience: Minimum 8 years of relevant work experience. Requires significant substantive expertise to outreach projects for a variety of federal agencies.

Functional Responsibility: Assist our public relations specialists and our media relations in the day-to-day implementation of public information services. Activities anticipated include reviewing technical background documents for accuracy, developing technical charts and generating data inputs for graphs.

Minimum Education: Bachelors Degree or equivalent.

- **Program Analyst II**

Minimum/General Experience: Minimum 3 years of relevant work experience.

Functional Responsibility: Assist our public relations specialists and our media relations in the day-to-day implementation of public information services. Activities anticipated include reviewing technical background documents for accuracy, developing technical charts and generating data inputs for graphs.

Minimum Education: Bachelors Degree or equivalent.

- **Program Analyst I**

Minimum/General Experience: Minimum 2 years of relevant work experience.

Functional Responsibility: Assist our public relations specialists and our media relations in the day-to-day implementation of public information services. Activities anticipated include reviewing technical background documents for accuracy, developing technical charts and generating data inputs for graphs.

Minimum Education: Bachelors Degree or equivalent.

- **Production Specialist II**

Minimum/General Experience: Minimum 5 years of relevant work experience.

Functional Responsibility: Assist in securing all information needed to assist clients in making production-related decisions including the costs associated with different product design options, recommendations of key materials for use in the production process, and locating vendors for rare or unusual products.

Minimum Education: Bachelors Degree or equivalent.

- **Production Specialist I**

Minimum/General Experience: Minimum 2 years of relevant work experience.

Functional Responsibility: Assist our public relations specialists and graphics designers in preparing all public information materials tasked under this schedule. Such preparation may include preparing mock-ups of material prior to printing for clients to use in reviewing pre-production documents.

Minimum Education: Bachelors Degree or equivalent.

- **Art Director**

Minimum/General Experience: Minimum 10 years of relevant work experience with both extensive graphics design skills and personnel management experience.

Functional Responsibility: senior position in the creative development process.

Minimum Education: Bachelors Degree or equivalent.

- **Graphic Designer III**

Minimum/General Experience: Minimum 7 years of relevant work experience with both extensive graphics design skills and personnel management experience.

Functional Responsibility: Experienced artists with much of their experience across a narrow band of outreach products (e.g., advertisements).

Minimum Education: Bachelors Degree or equivalent.

- **Graphic Designer II**

Minimum/General Experience: Minimum 5 years of relevant work experience with a high-level of experience in a broader band of outreach products ranging from print-based advertisements to web pages.

Functional Responsibility: Experience in a broader band of outreach products ranging from print-based advertisements to web pages.

Minimum Education: Bachelors Degree or equivalent.

- **Graphic Designer I**

Minimum/General Experience: Minimum 2 years of relevant work experience.

Functional Responsibility: Design a wide variety of outreach materials with direction from an Art Director.

Minimum Education: Bachelors Degree or equivalent.

- **Financial Manager**

Minimum/General Experience: Minimum 8 years of relevant work experience.

Functional Responsibility: Tracks all paperwork, verifying costs incurred, preparing invoices, and ensuring compliance with contract requirements.

Minimum Education: Bachelors Degree or equivalent.

- **Marketing Specialist II**

Minimum/General Experience: Minimum 8 years of relevant work experience. Considered a broad generalist with a number of years of experience in working with specific federal or state agencies.

Functional Responsibility: Contribute to overall project implementation by advising our Public Relations Specialists and Media Relations Specialists as needed.

Minimum Education: Bachelors Degree or equivalent.

- **Marketing Specialist I**

Minimum/General Experience: Minimum 5 years of relevant work experience. Considered a broad generalist with limited experience in working with specific federal or state agencies.

Functional Responsibility: Contribute to overall project implementation by conducting research and preparing information for the Public Relations Specialists and Media Relations Specialists to use in formulating strategies for new materials.

Minimum Education: Bachelors Degree or equivalent.

- **Clerical**

Minimum/General Experience: Minimum 2 years of relevant work experience.

Functional Responsibility: Design attractive layouts incorporating basic graphics in standard word processing software.

Minimum Education: High School Degree or equivalent.

Equivalent Experience Requirements

- Any combination of additional years of relevant experience plus full time college level study totaling four years will be an acceptable substitute for a Bachelors degree.
- A Bachelors degree plus any combination of additional years of relevant experience and graduate level study totaling two years will be an acceptable substitute for a Masters degree.
- Additional years of graduate level study in an appropriate field will be considered equal to years of experience on a one-for-one basis.
- Staff with highly relevant training and experience for a particular assignment may be considered to have additional years of experience for purposes of assignment to a labor category for that assignment.

Staff whose training and experience exceed the requirements of their role for a particular assignment may have their years of experience decreased for purposes of placement in a labor category for that assignment.

Pricing for SINS

C541 1, C541 2, C541 4A, C541 4B, C541 4C, C541 5 and C541 1000

		Labor Categories				
		Hourly Rate				
		12/24/2014 - 12/23/2015	12/24/2015 - 12/23/2016	12/24/2016 - 12/23/2017	12/24/2017 - 12/23/2018	12/24/2018 - 12/23/2019
1	Project Executive II	\$284.58	\$293.12	\$301.91	\$310.97	\$320.30
2	Project Executive I	\$236.76	\$243.86	\$251.18	\$258.71	\$266.48
3	Public Relations Specialist III	\$204.10	\$210.22	\$216.53	\$223.03	\$229.72
4	Public Relations Specialist II	\$136.46	\$140.55	\$144.77	\$149.11	\$153.59
5	Public Relations Specialist I	\$117.80	\$121.33	\$124.97	\$128.72	\$132.58
6	Media Relations Specialist IV	\$324.23	\$333.96	\$343.98	\$354.29	\$364.92
7	Media Relations Specialist III	\$204.10	\$210.22	\$216.53	\$223.03	\$229.72
8	Media Relations Specialist II	\$136.46	\$140.55	\$144.77	\$149.11	\$153.59
9	Media Relations Specialist I	\$117.80	\$121.33	\$124.97	\$128.72	\$132.58
10	Program Analyst IV	\$236.76	\$243.86	\$251.18	\$258.71	\$266.48
11	Program Analyst III	\$130.62	\$134.54	\$138.57	\$142.73	\$147.01
12	Program Analyst II	\$86.30	\$88.89	\$91.56	\$94.30	\$97.13
13	Program Analyst I	\$83.98	\$86.50	\$89.09	\$91.77	\$94.52
14	Production Specialist II	\$107.30	\$110.52	\$113.83	\$117.25	\$120.77
15	Production Specialist I	\$82.80	\$85.28	\$87.84	\$90.48	\$93.19
16	Art Director	\$155.12	\$159.77	\$164.57	\$169.50	\$174.59
17	Graphic Designer III	\$139.96	\$144.16	\$148.48	\$152.94	\$157.53
18	Graphic Designer II	\$118.97	\$122.54	\$126.22	\$130.00	\$133.90
19	Graphic Designer I	\$115.46	\$118.92	\$122.49	\$126.17	\$129.95
20	Financial Manager	\$102.64	\$105.72	\$108.89	\$112.16	\$115.52
21	Marketing Specialist II	\$158.62	\$163.38	\$168.28	\$173.33	\$178.53
22	Marketing Specialist I	\$69.98	\$72.08	\$74.24	\$76.47	\$78.76
23	Clerical	\$74.64	\$76.88	\$79.19	\$81.56	\$84.01

SIN 541-1000 Other Direct Costs

Material Price

Photocopying (black & white, 8.5" X 11")\$0.12/copy
Color Laser Output (8.5" X 11")\$41.89/copy
Linotronics (8.5" X 11")\$49.89
Color Overheads/Transparencies
\$.5.82/transparency	
Disk Duplication (3.5" disk)\$4.08/disk
Television Commercial\$320,114
30-second with two shorter versions (15-seconds and 10-seconds)	
Print Advertisement\$3,533
Media Buys: 30-second broadcast spot\$997,425
Media Buys: 60-second broadcast spot\$997,425
Media Buys: 30-second radio spot\$1,821
Media Buys: Outdoor ads\$203,670
Media Buys: Internet banners\$48,825
Media Buys: Magazine ads\$157,556
Media Buys: Newspaper ads\$102,825
Exhibit Booth Display\$13,969
(booth with photo mural)	
Exhibit Booth Posters:	
30" x 84" display panel\$528.48/panel
14" x 20" header panel\$352.41/panel
43" x 62" metro diorama\$558.75/panel
Video Production: 3 5 minute video\$349,214
Video Duplication\$30.26/dub
Giveaways\$308.47/item