



Lionel Henderson & Co., Inc.

GENERAL SERVICES ADMINISTRATION FEDERAL SUPPLY SERVICE AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICELIST

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

Professional Services Schedule (00CORP)
Federal Supply Group: 99
Class: Various

Contract Number: **GS-00F-261CA**
For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at <http://www.fss.gsa.gov>

Contract Period: **August 14, 2015 through August 13, 2020**

Contractor: Lionel Henderson & Co., Inc. Business Size: Small Business
4827 Laguna Park Drive, Suite 3
Elk Grove, California 95758
916-429-8601 (p)
916-429-6430 (f)
www.lionelhenderson.com Contract Administrator: Jeff Withrow

CUSTOMER INFORMATION:

1a. Awarded Special Item Number(s):

Special Item Number (SIN)	Description	Pricing
C874-1	Integrated Consulting Services	See Page 5
C874-1RC	Integrated Consulting Services – Recovery Purchasing	See Page 5
C520-11	Accounting	See Page 13
C520-11RC	Accounting – Recovery Purchasing	See Page 13

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract: Not Applicable.

1c. Descriptions of all corresponding commercial job titles with experience, functional responsibility and education are provided beginning on page 6 and page 14.

2. Maximum Order: \$1,000,000

*If the “best value” selection places your order over the Maximum Order, identified in this catalog/price list, you have an opportunity to obtain a better schedule contract price. Before placing your order, contact the aforementioned contractor for a better price. The contractor may (1) offer a new price for this requirement (2) offer the lowest price available under this contract or (3) decline the order. A delivery order that exceeds the maximum order may be placed under the Schedule contract in accordance with FAR 8.404.

3. Minimum Order: \$100
4. Geographic Coverage: Domestic only
5. Point of Production: Lionel Henderson & Co., Inc.
4827 Laguna Park Drive, Suite 3
Elk Grove, California 95758
6. Prices Shown Herein are Net (discount deducted)
7. Quantity Discount: None
8. Prompt Payment Terms: Net 30 days
9. Government Purchase Cards are accepted below and above the micro-purchase threshold.
10. Foreign Items: None
- 11a. Time of Delivery: Lionel Henderson & Co., Inc. shall deliver or perform services in accordance with the terms negotiated in an agency's order. Lionel Henderson & Co., Inc. will not propose in excess of its standard commercial delivery or performance times to agencies without giving notice to the Ordering Officer of its intent to do so.
- 11b. Expedited Delivery: Consult with Contractor
- 11c. Overnight/2-Day Delivery: Consult with Contractor
- 11d. Urgent Requirements: Consult with Contractor
12. FOB Point: FOB Destination
13. Ordering Address: Lionel Henderson & Co., Inc.
4827 Laguna Park Drive, Suite 3
Elk Grove, California 95758
14. Payment Address: Lionel Henderson & Co., Inc.
4827 Laguna Park Drive, Suite 3
Elk Grove, California 95758
15. Warranty Provisions: Standard Warranty
16. Export Packing charges: Not applicable
17. Terms and conditions of Government Purchase Card Acceptance: Contact Lionel Henderson & Co., Inc. for terms and conditions of Government Purchase Card acceptance.
18. Terms and conditions of rental, maintenance, and repair: Not applicable
19. Terms and conditions of installation: Lionel Henderson & Co., Inc. shall deliver or perform services in accordance with the terms negotiated in an agency's order.

20. Terms and conditions of repair parts: Not applicable
21. List of service and distribution points: Not applicable
22. List of participating dealers: Not applicable
23. Preventive maintenance: Not applicable
- 24a. Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants: Not applicable
- 24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at: www.lionelhenderson.com
25. DUNS Number: 175354471
26. Lionel Henderson & Co., Inc. is registered in the System for Award Management (SAM).
27. Uncompensated Overtime is not used.



Lionel Henderson & Co., Inc.

CONTRACTOR INFORMATION

Lionel Henderson & Co., Inc. (LH) is a diversified professional services firm that specializes in providing business management, strategic planning and business support services to its clients. Since 1986, the firm has provided the technical solutions, management expertise, and the corporate flexibility to satisfy the needs of a diverse mix of government and commercial clients.

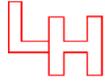
LH develops accurate and timely findings, conclusions, and recommendations that are presented to our clients. Our analytical approach and process involves activities relating to determination of client objectives, fact-finding, definition of problems or opportunities, evaluation of alternatives, formulation of proposed actions, communication of results, implementation, and follow-up. At LH we believe our client's success is our future.

LH's core competency areas include:

- Business and Financial Services that relate to business operations.
- Management Advisory services that take a pragmatic review of issues and problems, and offer clear concise recommendations for success.
- Project Implementation Services that can take a project from concept to reality and completion.
- Project Management services that offer competent management of projects large and small to assure successful completion the objective.
- Organizational Development: strategic planning and deployment, change management, organizational assessments, program management, workforce and customer surveys, customer relationship management, contracting and acquisition, and award application development.

Our formula for success rests on a solid basis of:

- Highly professional, motivated, experienced, certified, and trained associates with world class experience and capabilities,
- Customer relationships that focus on the delivery of value as measured from the customer's perspective in every project we perform,
- Business relationships that are easy to initiate and maintain, clear, responsive, timely, confidential, cost competitive, and honest, and
- A focus on our core competencies – LH will not commit to any project that we are not capable of performing in a manner that exceeds our customers' expectations. We will maintain our team of professionals exhibiting world-class expertise in our core competencies.

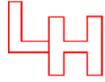


Lionel Henderson & Co., Inc.

**GSA Pricing for
C874-1 - Consulting Services
C874-1RC - Consulting Services – Recovery Purchasing**

Labor Category	08/14/15	08/14/16	08/14/17	08/14/18	08/14/19
	-	-	-	-	-
	08/13/16	08/13/17	08/13/18	08/13/19	08/13/20
Management Analyst I	\$95.33	\$97.33	\$99.38	\$101.46	\$103.59
Management Analyst II	\$111.73	\$114.08	\$116.47	\$118.92	\$121.42
Management Analyst III	\$130.53	\$133.27	\$136.07	\$138.93	\$141.85
Technical Writer	\$53.25	\$54.37	\$55.51	\$56.68	\$57.87
Project Manager	\$69.22	\$70.67	\$72.16	\$73.67	\$75.22
Project Administrator	\$56.29	\$57.47	\$58.68	\$59.91	\$61.17
Administrative Assistant	\$42.24	\$43.13	\$44.03	\$44.96	\$45.90
Business Analyst	\$49.78	\$50.83	\$51.89	\$52.98	\$54.10
Jr. Business Analyst	\$43.23	\$44.14	\$45.07	\$46.01	\$46.98
Program Analyst I	\$41.36	\$42.23	\$43.12	\$44.02	\$44.95
Program Analyst II	\$51.64	\$52.72	\$53.83	\$54.96	\$56.12
Program Analyst III	\$63.84	\$65.18	\$66.55	\$67.95	\$69.37
Administrative Specialist I	\$56.10	\$57.28	\$58.48	\$59.71	\$60.96
Administrative Specialist II	\$61.14	\$62.42	\$63.74	\$65.07	\$66.44
Administrative Specialist III	\$72.28	\$73.80	\$75.35	\$76.93	\$78.55
Senior Management Analyst	\$139.54	\$142.47	\$145.46	\$148.52	\$151.64
Senior Management Assistant	\$51.39	\$52.47	\$53.57	\$54.70	\$55.85
Junior Specialist	\$41.62	\$42.49	\$43.39	\$44.30	\$45.23
Mid-Level Specialist	\$45.29	\$46.24	\$47.21	\$48.20	\$49.22
Senior Specialist	\$49.27	\$50.31	\$51.36	\$52.44	\$53.54

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire OOCORP Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories.



C874-1 Labor Category Descriptions

- **Administrative Assistant**

Functional Responsibility: Manages program/project/task files. Plans and coordinates meetings and travel arrangements. Responsible for compilation of reports and spreadsheets. Works as part of the project team; technical and managerial guidance is provided. Other duties as assigned

Minimum Education: High School Diploma

Minimum Experience: Three (3) years' experience in a professional office environment is required. Must have knowledge of at least two Microsoft software packages (preferably Word, Excel and Power Point). Demonstrated initiative and sound judgment. Excellent knowledge of company policies and procedures as they relate to immediate areas of responsibility.

- **Business Analyst**

Functional Responsibility: Must be able to clearly define commercial/government business practices for integration into business systems with a view towards substantial improvement. Identifies problems and/or potential problems and by analysis develops recommended solutions. Works with functional specialists, automation specialists, contractors, vendors and the Customer to effectively improve the Customer's business system; automates the system as required by the Customer. Acts as a coordinator for all disciplines in the recommended/approved solution.

Minimum Education: B.S. or B.A.

Minimum Experience: Six (6) years overall business experience with four years' experience demonstrating ability in analyzing, designing and developing applications for state of the art business practices.

- **Junior Business Analyst**

Functional Responsibility: Serves as a business analyst and conducts analysis within the Customer's time frame/cost parameters. Participates identifying problems and/or potential problems and in the planning, organizing, and performance of work for one or more subtasks within the relevant subject matter domain of the project. Under the technical guidance and expertise of project management staff, contributes to the performance of project activities and the preparation of work products. Ensures that products meet quality standards. Works as part of the project team; technical and managerial guidance is provided.

Minimum Education: A.A. or a High School Diploma*.

Minimum Experience: A.A. degree and three (3) years of business experience with two years' experience demonstrating the ability in analyzing business/financial systems with a view towards identifying problems and developing potential solutions; normally works as a member of a team effort; *OR High School Diploma and six (6) years of general contract analysis and administrative experience.

- **Management Analyst I**

Functional Responsibility: Develops a plan of action for addressing the review of all assigned areas; independently conducts review. Conducts interviews and gathers information as necessary to discover and identify problems and solutions. Prepares a narrative on the conditions, criteria cause-and-effect on assigned areas for inclusion in final report. Presents report finding (via final form or publication) to embassy, bureau and other officials. Analyzes compel or sensitive programs, operations, or special projects. Provides technical guidance. Prepares work papers for compliance with Department policies and procedures and with established Departmental and professional standards.

Minimum Education: B.A. or B.S.

Minimum Experience: Two to four (2 – 4) years related experience in at least one of the following capacities: former management, budgets, program analyst, personnel specialist, auditor, or inspector. As a former Federal employee, a personal grade level of FO-03, GS-13, or equivalent.

- **Management Analyst II**

Functional Responsibility: Develops a plan of action for addressing the review of all assigned areas; independently conducts review. Conducts interviews and gathers information as necessary to discover and identify problems and solutions. Prepares a narrative on the conditions, criteria cause-and-effect on assigned areas for inclusion in final report. Presents report finding (via final form or publication) to embassy, bureau and other officials. Analyzes compel or sensitive programs, operations, or special projects. Provides technical guidance. Prepares work papers for compliance with Department policies and procedures and with established Departmental and professional standards.

Minimum Education: B.A. or B.S.

Minimum Experience: Four (4) years relevant experience in at least one of the following capacities: former management, budgets, program analyst, personnel specialist, auditor, or inspector. Significant experience in reviewing foreign affairs agencies and/or functions. As a former Federal employee, a personal grade level of FO-03, GS-13, or equivalent.

- **Management Analyst III**

Functional Responsibility: Assists in the operations of the functional areas at a senior level. Accountable for the specific functions assigned while working independently. Familiarity with programs of the functional area. Performs analysis and evaluation of responses to various communications. Advises and controls subordinate staff in matters such as reports, directives, correspondence and communication. May function as the primary assistant to a senior executive. Prepares responses to regulatory or oversight inquires. Responds to requests for information. Drafts various communication documents. Assists in the development of policies and procedures. May require some supervisory responsibilities.

Minimum Education: B.S., B.A., or A.A.

Minimum Experience: Six (6) years progressive experience in performing complex tasks in a relevant field. Knowledge of various software packages including word processing and spreadsheets. Understanding of policies and practices governing the specific functional area at a senior level. Good analytical skills. Strong oral and written communications and interpersonal skills. Ability to interact professionally with high-level officials. Results-oriented. Experience may be substituted for education.

- **Project Manager**

Functional Responsibility: Coordinate completion of all aspects of project as well as all subordinate activities. Set timelines, assign responsibilities, and coordinate team efforts to meet deliverable deadlines and budget. Monitor project progress and oversee quality control. Summarize project results and prepare status reports for management review. Manage changes and proactively identify/troubleshoot potential problems. Review all work products to assure they meet professional standards and the assignment's objective.

Must be familiar with project management concepts, practices, and procedures. Relies on extensive experience and judgment to accomplish goals and complete a variety of tasks. Maintains accountability of all the contractor's personnel work schedules, and time cards (hours worked, annual leave and sick leave). Communicate Department of State needs & company-related business with the contractor's personnel. Correspond with the COR to coordinate necessary activities. Requires excellent communication skills.

Minimum Education: B.A. or B.S. in Business Administration, Management, or a related field.

Minimum Experience: Five to Seven (5-7) years' experience in a related field where the individual was responsible for making frequent decisions. Superior organization and communication skills. Excellent demonstrated experience with word-processing and spreadsheet software. Demonstrated competence to meet deadlines. Superior organization and communication skills. Interdisciplinary business skills and knowledge for effective project management.

- **Project Administrator**

Functional Responsibility: Directs the preparation of management plans and reports. Organizes any required research as needed. Supervises and directs project activities and schedules to aid completion of proposals, contract deliverables, task order quality reviews, briefings, and presentations. Establishes and enforces technical and quality standards for written materials. Analyzes, develops, and monitors administrative procedures of program for efficiency and effectiveness. Works independently of direct supervision and instruction.

Minimum Education: B.A. or B.S. in a related business field.

Minimum Experience: 3 years relevant experience including experience in benchmarking and comparative analysis, strategy-based metric design, performance measurement and monitoring, design and deployment of performance management systems, and benefits management and realization.

- **Program Analyst I**

Functional Responsibility: Under limited supervision prepares workbooks, training manuals, computer based training, videotapes, overhead transparencies, and advanced presentation media. Operates within client guidance, contractual limitations, and company business and policy directives.

Minimum Education: B.S., B.A. Computer Science, a Related Technical Field.

Minimum Experience: Four (4) years of experience, or equivalent combination of education, providing off-the-shelf training packages to meet specific agency needs related to management, organization, and business improvement services, such as, but not limited to customer service and team building, business process reengineering, strategic planning, process improvement, and change management.

- **Program Analyst II**

Functional Responsibility: Under limited supervision prepares workbooks, training manuals, computer based training, videotapes, overhead transparencies, and advanced presentation media. Operates within client guidance, contractual limitations, and company business and policy directives.

Minimum Education: B.S., or B.A. in Computer Science, or a Related Technical Field.

Minimum Experience: Six (6) years of experience, or equivalent combination of education and experience providing off-the-shelf training packages to meet specific agency needs related to management, organization, and business improvement services, such as, but not limited to customer service and team building, business process reengineering, strategic planning, process improvement, and change management.

- **Program Analyst III**

Functional Responsibility: Prepares workbooks, training manuals, computer based training, videotapes, overhead transparencies, and advanced presentation media. Operates within client guidance, contractual limitations, and company business and policy directives.

Minimum Education: B.S., or B.A. in Computer Science, or a Related Technical Field.

Minimum Experience: Eight (8) years of experience, or equivalent combination of education and experience providing off-the-shelf training packages to meet specific agency needs related to management, organization, and business improvement services, such as, but not limited to customer service and team building, business process reengineering, strategic planning, process improvement, and change management.

- **Technical Writer**

Functional Responsibility: Interviews productions and engineering personnel and reads journals, reports, and other material to become familiar with product technologies and production methods. Reviews manufacturer's and trade catalogs, drawings, and other data relative to operation, maintenance, and service of equipment. Studies blueprints, sketches, drawings, etc. to integrate and delineate technology, operating procedure, and production sequence and detail. Organizes material and completes writing assignment according to set standards regarding order, clarity, conciseness, style, and terminology. Reviews published materials and recommend revisions or changes in scope, format, content, and methods of reproduction and binding. May maintain records and files of work and revisions; select photographs, drawings, etc. to illustrate material; assist in laying out material for publication; arrange for typing, duplication, and distribution of material; and write speeches, articles, and public or employee relations releases.

Minimum Education: A.A., completion of a course of study in business administrations, management or related field.

Minimum Experience: One to two (1 – 2) years' experience in a related field where the individual was responsible for making frequent decisions. Superior organization, oral and written communication skills. Experience with computer-based applications including word-processing, spreadsheets. Education and experience requirements may vary according to combined background of the individual.

- **Administrative Specialist I**

Functional Responsibility: Provide Assistance in support of the administrative services, financial systems and information management functions. Prepare office requisitions and support for office meetings and conferences. Compiles and maintains records of business transactions and office activities of establishment.

Minimum Education: High School graduate

Minimum/General Experience: One to two years related experience

- **Administrative Specialist II**

Functional Responsibility: Provide Assistance in support of the administrative services, financial systems and information management functions. Prepare office requisitions and support for office meetings and conferences. Compiles and maintains records of business transactions and office activities of establishment. Performs a variety of clerical duties and utilizing knowledge of system or procedure. Analyzing & producing program reports. Performing miscellaneous audits. Developing & maintaining program databases & master files.

Minimum Education: Associates Degree, or a combination of equivalent training/practical experience

Minimum/General Experience: Three years related experience

- **Administrative Specialist III**

Functional Responsibility: Provide Assistance in support of the administrative services, financial systems and information management functions. Prepare office requisitions and support for office meetings and conferences. Compiles and maintains records of business transactions and office activities of establishment. Performs a variety of clerical duties and utilizing knowledge of system or procedure. Analyzing & producing program reports. Performing miscellaneous audits. Developing & maintaining program databases & master files. Advises mid-level administrators and program users on procedures and policies. Addressing and solving program issues/problems.

Minimum Education: Bachelor's Degree, or a combination of equivalent training/practical experience.

Minimum/General Experience: Four years related experience

- **Senior Management Analyst**

Functional Responsibility: Analyzes operating procedures to ensure most efficient methods of accomplishing work. Gathers and organizes information on problem or procedures including present operating procedures. Analyzes data gathered, develops information and considers available solutions or alternate methods of proceeding. Organizes and documents finding of studies and prepares recommendation for implementation of new systems, procedures or organizational changes. Conducts operational effectiveness review to ensure project systems are applied and functioning as designed. Also develops or updates functional or operational manuals outlining established methods of performing work in accordance with organizational policy.

Minimum Education: Bachelor's Degree in business administration or a related discipline

Minimum/General Experience: 15-20 years related experience including managing projects, problem solving, improving quality performance, and meeting project deadlines.

- **Senior Management Assistant**

Functional Responsibility: Analyzes operating procedures to ensure most efficient methods of accomplishing work. Gathers and organizes information on problem or procedures including present operating procedures. Analyzes data gathered, develops information and considers available solutions or alternate methods of proceeding. Organizes and documents finding of studies and prepares recommendation for implementation of new systems, procedures or organizational changes. Conducts operational effectiveness review to ensure project systems are applied and functioning as designed. Also develops or updates functional or operational manuals outlining established methods of performing work in accordance with organizational policy.

Minimum Education: Bachelor's Degree in business administration or a related discipline

Minimum/General Experience: 5 years related experience.

- **Junior Specialist**

Functional Responsibility: Processes time-sensitive information requirements and products, develops and maintains logical information management and requirement procedures, responds to, prepares and disseminates information rapidly and effectively. Provides front-office information collection management, information sharing and product production.

Minimum Education: High School graduate.

Minimum/General Experience: Two (2) years' experience providing reports, studies, memos, and presentation materials, as well as the production of information oriented to business process improvement, quality assurance, security and/or process management.

- **Mid-Level Specialist**

Functional Responsibility: Provides guidance and direction for issues and areas requiring innovation or research, as well as for tasks involving policy. Provides draft reports for approval and assists in preparing major analytical reports for use by decision makers. May serve as technical lead or overall editor for reports and projects.

Minimum Education: Associates Degree, or a combination of equivalent training/practical experience

Minimum/General Experience: Three (3) years of experience, or equivalent combination of education and experience, providing reports, studies, memos, and presentation materials, as well as the production of information oriented to business process improvement, quality assurance, security and/or process management.

- **Senior Specialist**

Functional Responsibility: Provides document support to managers and staff. Provides complete document support to a very large department or field location. Coordinates complex and important projects and logistical details to ensure smooth operation of the unit. Advises managers and staff on proper procedures and policies. Responsible for preparing weekly and monthly reports involving research and data collection. Is delegated numerous complex and often confidential responsibilities. Drafts correspondence and prepares presentations. Works under limited supervision on complex tasks within established procedures. Work impacts contract performance.

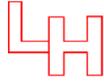
Minimum Education: Bachelor's Degree, or a combination of equivalent training/practical experience.

Minimum/General Experience: Five (5) years' experience, or equivalent combination of education and experience providing reports, studies, memo and presentation materials, as well as the production of information oriented to business process improvement, quality assurance, security and/or process management.

****Experience & Degree Substitution Equivalencies for All Labor Categories**

Experience exceeding the minimum shown may be substituted for education. Likewise, education exceeding the minimum shown may be substituted for experience.

<u>Equivalent Degree</u>	<u>Experience</u>
Associate's	2 years relevant experience
Bachelor's	Associate's degree + 2 years relevant experience or 4 years relevant experience
Master's	Bachelor's plus 2 years relevant experience or Associate's degree + 4 years relevant experience or 6 years relevant experience
PhD	Master's + 2 years relevant experience, or Bachelor's + 4 years relevant experience or 8 years relevant experience

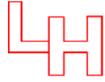


Lionel Henderson & Co., Inc.

GSA Pricing for C520-11 - Accounting C520-11RC - Accounting – Recovery Purchasing

Labor Category	08/14/15	08/14/16	08/14/17	08/14/18	08/14/19
	- 08/13/16	- 08/13/17	- 08/13/18	- 08/13/19	- 08/13/20
Program Manager	\$137.89	\$140.79	\$143.74	\$146.76	\$149.84
Project Manager III	\$107.83	\$110.09	\$112.41	\$114.77	\$117.18
Project Manager II	\$76.64	\$78.25	\$79.89	\$81.57	\$83.28
Project Manager	\$65.62	\$67.00	\$68.41	\$69.84	\$71.31
Senior Financial Analysis	\$63.54	\$64.87	\$66.24	\$67.63	\$69.05
Accountant III	\$54.38	\$55.52	\$56.69	\$57.88	\$59.09
Accountant II	\$49.83	\$50.88	\$51.95	\$53.04	\$54.15
Accountant I	\$45.57	\$46.53	\$47.50	\$48.50	\$49.52
Accounting Tech III	\$41.61	\$42.48	\$43.38	\$44.29	\$45.22
Accounting Tech II	\$31.43	\$32.09	\$32.76	\$33.45	\$34.15
Accounting Tech I	\$28.62	\$29.22	\$29.83	\$30.46	\$31.10

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire 00CORP Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories.



C520-11 Labor Category Descriptions

- **Program Manager**

Functional Responsibility: Responsible for the effective management of funds and personnel, and is accountable for the quality and timely delivery of contractual requirements. Participates in contract negotiations. Operates within client guidance, contractual criteria, and Company business and policies. Serves as focal point of contact with client on program activities. Ensures that all required resources including personnel, production standards, and facilities are available for program implementation. Manages program consisting of multiple projects including project identification, design, development and delivery. Works with project manager to provide technical advice and to assist with problem solving.

Minimum Education: Bachelor's degree in Finance, Accounting, Business, or other related field. Typically has a series of professional certifications.

Minimum Experience: Minimum of fifteen years' experience is required, of which ten years must be specialized. Specialized experience required includes: complete program development from inception to deployment, demonstrated ability to provide guidance and direction in multiple tasks across several functional areas and including the use of different technologies. Proven expertise in the management and control of funds and resources, demonstrated capability in managing complex multi-task contracts. An understanding of generally accepted accounting principles, generally accepted auditing standards, and any other applicable standards. Possesses extensive knowledge of federal and state government support.

- **Project Manager III**

Functional Responsibility: Responsible for managing and directing projects by overseeing the development of work plans, scheduling work, developing and delivering quality work products, and supervising and providing guidance to subordinates. Interfaces with the client on project specific issues, direct the completion of projects within estimated time frames and budget constraints, coordinate project with specific parties, and review work products for completeness and adherence to applicable regulations and client requirements.

Minimum Education: Bachelor's degree in Finance, Accounting, Business, or other related field.

Minimum Experience: Minimum of ten years' experience is required, of which five years must be specialized. Specialized experience required includes: complete program development from inception to deployment. Proven expertise in the management and control of funds and resources, demonstrated capability in managing complex multi-task contracts. An understanding of generally accepted accounting principles, generally accepted auditing standards, and any other applicable standards. Possesses expert knowledge of federal and state government support. Excellent writing, oral communication, and management skills.

- **Project Manager II**

Functional Responsibility: Responsible for managing and directing projects by developing work plans, scheduling work, developing and delivering quality work products, and supervising and providing guidance to subordinates. Maintains accountability of all the contractor's personnel work schedules, and time cards (hours worked, annual leave and sick leave). Ensures the project team's conformance with work standards, and coordinates effort with involved parties to ensure problem resolution and client satisfaction. Demonstrated ability to manage numerous complex and time critical client activities simultaneously. An understanding of generally accepted accounting principles, generally accepted auditing standards, and any other applicable standards. Possesses strong knowledge of government support.

Minimum Education: Bachelor's degree in Finance, Accounting, Business, or other related field.

Minimum Experience: Minimum of five years' experience is required. Strong writing, oral communication, and management skills. Demonstrated ability to meet deadlines. Interdisciplinary business skills and knowledge for effective project management.

- **Project Manager**

Functional Responsibility: Oversees program development, contracts, funds, and resources. Operates within client guidance, contractual limitations, and company business and policy directives. Coordinates all subordinate activities and reviews all work products to assure they meet professional standards and the assignment's objective. Maintains accountability of all the contractor's personnel work schedules, and time cards (hours worked, annual leave and sick leave).

Minimum Education: A.A. in Business Administration, Management, or a related field.

Minimum Experience: One to Two (1 – 2) years' experience in a related field where the individual was responsible for making frequent decisions. Superior organization and communication skills. Excellent demonstrated experience with word-processing and spreadsheet software. Demonstrated competence to meet deadlines. Superior organization and communication skills. Interdisciplinary business skills and knowledge for effective project management.

- **Senior Financial Analyst**

Functional Responsibility: The Senior Financial Analyst interfaces with the client on a day-to-day basis, directs the completion of project specific tasks within estimated time frames and budget constraints, manages the day-to-day activities of the project team, and reviews work products for quality, completeness, and adherence to applicable regulations and customer requirements. This position ensures the project teams conformance with work standards, and coordinates work effort with involved parties to ensure problem resolution and client satisfaction. The Senior Financial Analyst possess in-depth knowledge of Federal financial and accounting policies, standards, and systems requirements. Must possess experience in working with multi-year/no-year appropriations and differing appropriations, and understanding of budgetary and proprietary accounting principles and also delivers presentations and leads client meetings.

Minimum Education: A.A. in Business Administration, Management, or a related field.

The Senior Financial Analyst has specialized knowledge and expertise and/or an advanced degree

Minimum Experience: Seven or more years of progressively responsible experience in leading engagements, demonstrated ability to manage a project and to provide guidance and direction for specific projects or sub-tasks, and increasing responsibility in design, implementation, and management of projects of extensive responsible experience in accounting, budgeting, management analysis, or other financial management areas.

- **Accountant III**

Functional Responsibility: An Accountant III provides technical knowledge in their area of expertise, works individually and on teams to support the completion of project specific tasks within estimated time frames and budget constraints and interfaces with the client on a day-to-day basis. In addition, an Accountant III applies their specific expertise to the practical issues they identify or those presented by the client. They also help to formulate solutions, prepare reports, studies, and documentation, and support presentations and client meetings. They also have knowledge of Federal financial and accounting policies, standards, and systems requirements and are experienced in working with multi-year/no-year appropriations and differing appropriations, and understanding of budgetary and proprietary accounting principles.

Minimum Education: An Accountant III has an undergraduate degree,

Minimum Experience: five or more years of progressively responsible experience in performing and participating in engagements, specific experience in one or more key project areas, demonstrated ability to provide guidance and direction for specific projects or sub-tasks, and increasing responsibility in design, implementation, and management of projects of progressively more responsible experience in accounting, budgeting, analysis and other financial management areas. Prepares milestone status reports and presentations for colleagues, subordinates, and end user representatives. Is familiar with activity-based costing, business case analysis, and outsourcing requirements.

- **Accountant II**

Functional Responsibility: An Accountant II, interfaces with the client on a day-to-day basis, assists in identifying problems, performs technical analysis, and devises feasible solutions, supporting the completion of project specific tasks within estimated time frames and budget constraints, and supporting presentations and client meetings. He or she is experienced in financial management, cost estimating, procurement, strategic planning and execution, or business management and is familiar with federal financial and accounting policies and system requirements. Also is a member of a group of accountants and/or analysts that is working in concert to systematically integrate business, cost-estimating, and financial and other management processes to ensure the efficient stewardship of public funds.

Minimum Education: An Accountant II has an undergraduate degree,

Minimum Experience: over three years of progressively responsible experience participating in projects as a team member, and specific experience in one or more key project areas of progressively more responsible experience in accounting, budgeting, analysis and financial management.

- **Accountant I**

Functional Responsibility: An Accountant I interfaces with the client on a day-to-day basis, assist in identifying problems, performing technical analysis, and devising feasible solutions, supporting the completion of project specific tasks within estimated time frames and budget constraints, and supporting presentations and client meetings. Appropriate computer and spreadsheet skills along with presentation capabilities are required.

Minimum Education: An Accountant I has an undergraduate degree,

Minimum Experience: up to three years of progressively responsible experience participating in projects as a team member, and specific experience in one or more key project areas, such as accounting, budgeting, analysis and financial management.

- **Accountant Technician III**

Functional Responsibility: An Accounting Technician interfaces with the client on a day-to-day basis, assisting in identifying problems, performing technical analysis, and devising feasible solutions supporting the completion of project specific tasks within estimated time frames and budget constraints, supporting accountants, budget analysts or management specialists, and supporting presentations and client meetings.

Minimum Education: An Accounting Technician has an undergraduate degree,

Minimum Experience: up to two years of progressively responsible experience participating in projects as a team member, and specific experience in one or more key project areas that include up to one year of bookkeeping, recordkeeping or accounting and financial management, budgeting or analysis.

- **Accountant Technician II**

Functional Responsibility: An Accounting Technician interfaces with the client on a day-to-day basis, assisting in identifying problems, performing technical analysis, and devising feasible solutions supporting the completion of project specific tasks within estimated time frames and budget constraints, supporting accountants, budget analysts or management specialists, and supporting presentations and client meetings.

Minimum Education: An Accounting Technician has an undergraduate degree,

Minimum Experience: up to two years of progressively responsible experience participating in projects as a team member, and specific experience in one or more key project areas that include up to one year of bookkeeping, recordkeeping or accounting and financial management, budgeting or analysis.

- **Accountant Technician I**

Functional Responsibility: An Accounting Technician interfaces with the client on a day-to-day basis, assisting in identifying problems, performing technical analysis, and devising feasible solutions supporting the completion of project specific tasks within estimated time frames and budget constraints, supporting accountants, budget analysts or management specialists, and supporting presentations and client meetings.

Minimum Education: An Accounting Technician has an undergraduate degree,

Minimum Experience: up to two years of progressively responsible experience participating in projects as a team member, and specific experience in one or more key project areas that include up to one year of bookkeeping, recordkeeping or accounting and financial management, budgeting or analysis.

****Experience & Degree Substitution Equivalencies for All Labor Categories**

Experience exceeding the minimum shown may be substituted for education. Likewise, education exceeding the minimum shown may be substituted for experience.

<u>Equivalent Degree</u>	<u>Experience</u>
Associate's	2 years relevant experience
Bachelor's	Associate's degree + 2 years relevant experience or 4 years relevant experience
Master's	Bachelor's plus 2 years relevant experience or Associate's degree + 4 years relevant experience or 6 years relevant experience
PhD	Master's + 2 years relevant experience, or Bachelor's + 4 years relevant experience or 8 years relevant experience