



**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!*TM, a menu-driven database system. The INTERNET address for *GSA Advantage!*TM is:

GSAAdvantage.gov

FSS 874 - Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration
FSC Class U008

Contract #: GS-02F-0062P

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

Contract Period: Jan 8, 2014 through Dec. 15, 2018

Niche Associates, Inc.
9672 South 700 East Suite 100
Sandy, Utah 84070
Phone: (801) 572-7436
Fax: (801) 571-8645
URL: <http://www.niche-associates.com/>
Contact: Dennis Fredette
E-mail: info@niche-associates.com
Small Business; Veteran-Owned

Niche Associates, a veteran-owned, small business, is a training development, software development, and technical writing firm located in Sandy, Utah.

Niche Associates has been in business since 1991 and is a well-known source of superior training materials, technical documentation, and software development.

Niche Associates has a staff of experienced instructional designers, writers, graphics artists, and software developers. All staff members have four-year degrees and many hold advanced degrees and have professional teaching experience.

Niche Associates has a diverse range of clients, including government agencies such as the U.S. National Park Service, the U.S. Veterans Administration and the National Oceanic and Atmospheric Administration and commercial companies including high technology companies such as Intel, Cisco, Hewlett Packard, LANDesk, Venafi, Trend Micro, Keane, Dynix, Citrix, and Novell. We are known throughout the high technology community as a source of superior

technical training. We have completed a great variety of technical communication projects, from certification training (print and Web-based), to product documentation for hardware and software; to technical marketing, including white papers, brochures, flyers, and magazine articles.

Some of the services we provide are:

Courseware Development/Instructional Design

- Custom Courseware (Technical and Soft Skills)
- Needs Analysis
- Task Analysis
- Printed Course Materials (Student, Instructor, and Lab manuals)
- Exam Development
- Web-Based Course Development
- Training Web-Site Development
- Instructional Animations
- Slide Presentations (audio-enabled)
- Multimedia Presentations (audio-enabled)

Web-based Training

- Training Web-Site Development
- Custom Courseware (Technical and Soft Skills)
- Exam Development
- Web-Based Course Development
- Instructional Animations
- Web-Based Course Development
- Multimedia Presentations (audio-enabled)

Software Development and Software Quality Assurance

- Android and iOS app development
- Java programming
- HTML and JavaScript programming
- ASP and ASP.net programming
- Database development (Oracle, SQL, etc.)
- Customized database development
- Software Quality Assurance

Technical Documentation

- User and Reference Manuals
- Online Help
- Reviewer's Guides and Implementation Guides
- White Papers
- Product Catalogs
- Newsletters
- Technical Marketing Literature, Marketing Brochures and Flyers
- Magazine Articles

Visual Content / Graphic Design

- Android and iOS content apps
- Instructional Animations
- Software Simulations
- Customized Immersive Training
- Illustrations and Diagrams (Adobe Illustrator, Visio, etc.)
- Charts, Tables, Graphs
- Customized Data Conversion
- Audio-enabled Presentations
- Slide Presentations (audio-enabled)
- Multimedia Presentations (audio-enabled)

Customer Information

- 1a. SIN 874-4: Course Development and Test Administration
- 1b. N/A (Hourly rates applicable)
- 1c. See job descriptions and requirements following price table
2. Maximum Order: \$1,000,000.00
3. Minimum Order: \$100.00
4. Delivery Area: USA and Overseas
5. Points of Production: USA
6. Discounts from list prices: See attached exhibit.
7. Quantity Discount: N/A
8. Prompt Payment Terms: 1%, 15 days
- 9a. Niche Associates, Inc. will accept the Government Commercial Purchase Card for all transactions.
- 9b. See Above
10. Foreign Items: N/A
- 11a. Time of Delivery: 30 days ARO or sooner
- 11b. Expedited Delivery: N/A
- 11c. Overnight and 2-day delivery: N/A
- 11d. Urgent Requirements: Contact contractor for fastest delivery options
12. F.O.B. Point(s): Destination
- 13a. Ordering Address: 9672 S. 700 E. Suite 100 Sandy, Utah 84070

- 13b. 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: 9672 S. 700 E. Suite 100 Sandy, Utah 84070
15. Warranty Provisions: N/A
16. Export Packing Charges: N/A
17. Terms and conditions of Government purchase card acceptance (any threshold about the micro-purchase level): Upon Receipt
18. Terms and conditions of rental, maintenance, and repair: N/A
19. Terms and conditions of installation: N/A
20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices: N/A
- 20a. Terms and conditions for any other services: N/A
21. Service and distribution points: N/A
22. Participating dealers: N/A
23. Preventive maintenance: N/A
- 24a. Yes
- 24b. Yes
25. DUNS number: 839274180
26. Central Contractor Registration database: Yes

Price List Amendments:

None

Niche Associates

GSA Schedule 874 (GS-02F-0062P) SIN 874-4

Price List – Jan 8, 2014

Rates Shown Herein are Net (Discount Deducted)

Rates are Per Hour, Effective 01/08/2014	
Skill Category	Price
Junior Technical Writer/Editor	\$42.64
Associate Technical Writer / Editor	\$55.12
Technical Writer / Editor	\$55.12
Senior Technical Writer / Editor	\$61.36
Technical Advisor, Writer / Editor	\$72.80
Senior Technical Advisor, Writer / Editor	\$91.52
Associate Designer / Graphic Artist / Technical Illustrator 1	\$55.12
Designer / Graphic Artist / Technical Illustrator 2	\$61.36
Senior Designer / Graphic Artist / Technical Illustrator 3	\$66.56
Client Manager / Project Manager	\$86.32
Instructional Designer	\$72.80

Senior Instructional Designer	\$88.40
Test Developer / Testing Administrator	\$72.80
Senior Test Developer / Testing Administrator	\$88.40
Instructional Technologist	\$72.80
Senior Instructional Technologist	\$88.40
Multimedia Specialist / Web Designer	\$66.56
Senior Multimedia Specialist / Web Designer	\$85.28
HTML Developer / Specialist (Web Client)	\$66.56
JavaScript Developer / Specialist (Web Client)	\$72.80
Custom Internet Solutions Consultant	\$106.08
Application Programmer	\$92.56
Senior Application Programmer	\$113.36
Administrative Specialist / Accounting Manager	\$61.36
Administrative Assistant	\$27.04
Principle Instructional Architect	\$188.56
Program Manager	\$102.75
Senior Administrative Specialist	\$69.74
Multi-Media Courseware Developer	\$73.72
Information Analyst	\$66.95
Database Management Specialist	\$93.54
<i>Payment terms: 30 days net; 1% discount, 15 days.</i>	

Job Descriptions

Junior Technical Writer/Editor

Assists technical writer in preparing documents such as technical reports, training manuals, user manuals, implementation guides, and hardware and software specifications under the immediate direction of other technical writers, subject matter experts, technical advisors, or senior technical advisors. Researches and collects information from subject matter experts and other sources. Analyzes, interprets, and cross-checks information to ensure accuracy.

Organizes information, determines optimum method of presentation, and creates content according to plan. Ensures that current style guidelines and other applicable publications policy are followed in the preparation of all materials he/she produces. Ensures completed materials fulfill the specified purpose and scope. Responsible for the completeness, accuracy, and overall quality of all content in materials he/she produces.

Requirements: BA/BS, preferably in English, Communications, or in a technical field. Passing score on the Niche editing/writing test. Formal technical writing experience not required. Computer literate at the user application level.

Associate Technical Writer/Editor

Prepares technical documents such as technical reports, training manuals, user manuals, implementation guides, and hardware and software specifications under the immediate direction of a subject matter expert, technical advisor, or senior technical advisor. Researches and collects information from subject matter experts and other sources. Analyzes, interprets, and cross-checks information to ensure accuracy. Organizes information, determines optimum method of presentation, and creates content according to plan. Ensures that current style guidelines and other applicable publications policy are followed in the preparation of all materials he/she produces. Ensures completed materials fulfill the specified purpose and scope. Responsible for the completeness, accuracy, and overall quality of all content in materials he/she produces.

Requirements: BA/BS, preferably in English, Communications, or in a technical field. Passing score on the Niche editing/writing test. Formal technical writing experience preferred. Computer literate at the user application level.

Technical Writer/Editor

Prepares technical documents such as technical reports, training manuals, user manuals, implementation guides, and hardware and software specifications under the immediate direction of a subject matter expert, technical advisor, or senior technical advisor. Researches and collects information from subject matter experts and other sources. Analyzes, interprets, and cross-checks information to ensure accuracy. Organizes information, determines optimum method of presentation, and creates content according to plan. Ensures that current style guidelines and other applicable publications policy are followed in the preparation of all materials. Ensures completed materials fulfill the specified purpose and scope. Assists in reviewing materials prepared by other technical writers and recommends revisions. Assists in determining and supervising the production process for completed materials. Responsible for the completeness, accuracy, and overall quality of all content in materials he/she produces.

Requirements: BA/BS, preferably in English, Communications, or in a technical field. Passing score on the Niche editing/writing test. One year of commercial experience in technical writing, or equivalent formal training. Journeyman level in user applications. A proven technical aptitude, based on work completed.

Senior Technical Writer/Editor

Prepares and assists in supervising the production of technical documents such as technical reports, training manuals, user manuals, implementation guides, and hardware and software specifications under the direction of a subject matter expert. Researches and collects information from subject matter experts and other sources. Analyzes, interprets, and cross-checks information to ensure accuracy. Organizes information, determines optimum method of presentation, and creates content according to plan. Ensures that current style guidelines and other applicable publications policy are followed in the preparation of all materials. Ensures completed materials fulfill the specified purpose and scope. Reviews materials prepared by other technical writers and recommends revisions. Creates and manages style guides for specific projects. Assists in determining and supervising the production process for completed materials. Responsible for the completeness, accuracy, and overall quality of all content in materials he/she produces and of other materials assigned for review.

Requirements: BA/BS, preferably in English, Communications, or in a technical field. Passing score on the Niche editing/writing test. Three years of broad commercial experience in technical writing, or equivalent formal training. Expert in necessary user applications. A proven technical aptitude, based on work completed.

Technical Advisor, Writer/Editor

Prepares and supervises the production of technical documents such as technical reports, training manuals, user manuals, implementation guides, and hardware and software specifications according to customer specifications. Plans and supervises the preparation of technical documentation for an entire project and reports status to senior technical advisor. Researches and collects information from diverse sources and subject matter experts. Analyzes, interprets, and cross-checks information to ensure accuracy. Organizes information, determines optimum method of presentation, and creates content according to plan. Ensures that current style guidelines and other applicable publications policy are followed in the preparation of all materials. Ensures completed materials fulfill the specified purpose and scope. Reviews materials prepared by other technical writers and determines necessary revisions. Determines and supervises the production process for completed materials. Responsible for the completeness, accuracy, and overall quality of all content in all project materials assigned for review. Trains associate writer/editors and writer/editors, and acts as a technical resource to staff.

Requirements: BA/BS, preferably in English, Communications, or in a technical field. Passing score on the Niche editing/writing test. Four years of broad commercial experience in technical writing, or equivalent formal training. Expert in necessary user applications. A proven technical aptitude, based on work completed.

Senior Technical Advisor, Writer/Editor

Supervises the preparation of technical documentation for an entire project. Ensures that proper research is conducted and information is collected from all useful sources and subject matter experts. Analyzes, interprets, and cross-checks information to ensure accuracy. Plans the entire documentation effort., oversees information organization, determines optimum method of presentation, and ensures that content is created according to plan. Ensures that current style guidelines and other applicable publications policy are followed in the preparation of all materials. Ensures completed materials fulfill the specified purpose and scope. Oversees review of all materials prepared and determines necessary revisions to the documentation plan and individual materials. Oversees the production process for all completed materials. Responsible for the completeness, accuracy, and overall quality of all content in all project materials. Trains associate writer/editors and writer/editors, and acts as a technical resource to staff.

Requirements: BA/BS, preferably in English, Communications, or in a technical field. Passing score on the Niche editing/writing test. Five years of broad commercial experience in technical writing, or equivalent formal training. Expert in necessary user applications. A proven technical aptitude, based on work completed.

Associate Designer/Graphic Artist/Technical Illustrator

Develops graphic components for courseware and product documentation, under the immediate direction of the senior designer, course designer, or technical writer. Produces line drawings, hardware and software illustrations, logos, and other static graphics.

Requirements: A two-year degree, or three years of commercial experience. Education and/or experience in graphic design, illustration, or a related field required. Computer literate at the user application level. Commercial level proficiency in either Adobe Illustrator or Adobe Photoshop and in one commercial publishing program such as FrameMaker, Quark Express, or PageMaker.

Designer/Graphic Artist/Technical Illustrator

Develops graphic components for courseware and product documentation, under the direction of the senior designer, course designer, or technical writer. Produces line drawings, hardware and software illustrations, logos, and other static graphics.

Requirements: A two-year degree and one year of commercial experience, or three years of commercial experience. Education and/or experience in graphic design, illustration, or a related field required. Computer literate at the user application level. Commercial level proficiency in either Adobe Illustrator or Adobe Photoshop and in one commercial publishing program such as FrameMaker, Quark Express, or PageMaker.

Senior Designer/Graphic Artist/Technical Illustrator

Develops graphic components for courseware and product documentation. Works with and advises the course designer, technical writer, or client. Produces line drawings, hardware and software illustrations, logos, other static graphics, and simple animations and HTML Web pages. Reviews the work of associate designers and designers and recommends improvements.

Requirements: A two-year degree and two years of commercial experience, or four years of commercial experience. Education and/or experience in graphic design, illustration, or a related field required. Fully computer literate at the user application level. Commercial level proficiency in both Adobe Illustrator or Adobe Photoshop and in one commercial publishing program such as FrameMaker, Quark Express, or PageMaker. One year of experience producing animations or HTML/dynamic Web pages. A journeyman's proficiency in one commercial web design tool such as Macromedia Flash.

Client Manager/Project Manager

Oversees all aspects of a project. Responsible for planning, resource allocation, timeliness, and quality. Serves as the client liaison throughout the project. Responsible for the day-to-day management of all work performed for the project. Evaluates staff performance. Responsible for satisfactory completion of all aspects of the project.

Requirements: BA/BS with four years project management experience or MA/MS with three years project management experience.

Instructional Designer

Conducts needs assessments and other analyses, develops curriculum, creates course blueprints, and creates content. Develops courseware, including lesson plans, student guides, instructor guides, user manuals, and tests. Evaluates and validates completed instructional materials.

Requirements: MA/MS in instructional design; or BA/BS with emphasis in instructional design and one year of commercial experience; or BA/BS and two years on-the-job experience in instructional design. Journeyman's knowledge in the areas of on-line learning, web-based instruction, testing, and knowledge databases. Passing score on the Niche editing/writing test.

Senior Instructional Designer

Defines target audience; conducts needs assessments; performs assessment analyses and task analyses; determines training requirements; develops curriculum, including learning objectives; creates course blueprints; supervises creation of content. Supervises all instructional design for the project. Develops an instructional design plan and ensures that an approved instructional design methodology is used during curriculum development. Selects method and components for delivering various types of content. Oversees development of courseware, including lesson plans, student guides, instructor guides, user manuals, and tests. Evaluates and validates completed instructional materials.

Requirements: MA/MS in instructional design and two years commercial experience; or BA/BS with emphasis in instructional design and three years of commercial experience; or BA/BS and four years on-the-job experience in instructional design. One year of supervisory experience in instructional design. Expert in the areas of multimedia creation and use, on-line learning, web-based instruction, testing, and knowledge databases. Knowledgeable about ISD models and emerging instructional theories and technologies. Passing score on the Niche editing/writing test.

Test Developer/Testing Administrator

Develops and administers test items for the curriculum based on the learning objectives, course blueprints; and final content. Evaluates and validates completed tests using accepted psychometric principles. Provides testing services such as testing administered at client sites, including Trainer testing; test correction and scoring; and compilation and reporting of testing results.

Requirements: MA/MS in instructional design and one year of commercial experience in test development; or BA/BS with emphasis in instructional design and two years of commercial experience in test development; or BA/BS and two years on-the-job experience in test development. Passing score on the Niche editing/writing test.

Senior Test Developer/Testing Administrator

Supervises development and administration of test items for the curriculum, based on the learning objectives, course blueprints; and final content. Oversees development of test items for all content. Supervises evaluation and validation of test items by accepted psychometric principles. Supervises provided testing services such as testing administered at client sites, including Trainer testing; test correction and scoring; and compilation and reporting of testing results.

Requirements: MA/MS in instructional design, with three years commercial experience in instructional design, and one year of experience in test development; or BA/BS with emphasis in instructional design, three years of commercial experience, and one year of experience in test development; or BA/BS, four years on-the-job experience in instructional design, and one year of commercial experience in test development. One year of supervisory experience in instructional design. Knowledgeable about ISD models and emerging instructional theories and technologies. Passing score on the Niche editing/writing test.

Instructional Technologist

Selects a technical method and technical components for delivering various types of content. Prepares a technical delivery plan. Conducts needs assessments and other analyses, develops curriculum, creates course blueprints, and creates content. Develops courseware, including lesson plans, student guides, instructor guides, user manuals, and tests. Evaluates and validates instructional materials.

Requirements: MA/MS in instructional technology; or BA/BS with emphasis in instructional technology and one year of commercial experience; or BA/BS and two years on-the-job experience in instructional technology. A journeyman's knowledge in the technologies underlying on-line learning, web-based instruction, testing, and knowledge databases. Passing score on the Niche editing/writing test.

Senior Instructional Technologist

Selects or advises in the selection of a technical method and technical components for delivering various types of content. Prepares a technical delivery plan. Defines, or participates in defining the target audience; conducts needs assessments; performs assessment analyses and task analyses, and determines training requirements. Supervises implementation of the selected delivery methods. Develops curriculum, including learning objectives, creates course blueprints, and supervises creation of content. Oversees development of courseware, including lesson plans, student guides, instructor guides, user manuals, and tests. Evaluates and validates instructional materials.

Requirements: MA/MS in instructional technology and two years commercial experience; or BA/BS with emphasis in instructional technology and three years of commercial experience; or BA/BS and four years on-the-job experience in instructional technology. One year of supervisory experience in instructional technology. Expert in instructional technology. Journeyman's knowledge in ISD models, multimedia creation and use, on-line learning, web-based instruction, testing, and knowledge databases. Experience in developing an instructional design plan and in ensuring that an acceptable instructional design methodology is used during curriculum development. Passing score on the Niche editing/writing test.

Multimedia Specialist/Web Designer

Develops multimedia components for courseware and product documentation, including animations, HTML/dynamic Web pages, and digital video.

Requirements: A two-year degree and one year of commercial experience, or three years of commercial experience. Experience in HTML/dynamic Web page coding, or creation of animations or digital video. Commercial level proficiency

in either Adobe Illustrator or Adobe Photoshop. A journeyman's proficiency in one commercial Web tool such as Macromedia Flash or Dreamweaver.

Senior Multimedia Specialist/Web Designer

Supervises multimedia development team. Plans multimedia presentations and advises project manager, instructional designers, and other team members on multimedia use within the project. Develops multimedia components for courseware and product documentation, including animations, digital video, and HTML/dynamic Web pages.

Requirements: A two-year degree and two years of commercial experience, or four years of commercial experience. Formal education in graphic design, Web design, illustration, or a related field preferred. Experience in HTML/dynamic Web page coding, or creation of animations or digital video. Commercial level proficiency in both Adobe Illustrator or Adobe Photoshop and in one commercial publishing program such as FrameMaker, Quark Express, or PageMaker.

Expert level proficiency in one commercial Web tool such as Macromedia Flash or Dreamweaver. Capable of supervising the planning and creation of a complex Web site.

HTML Developer/Specialist (Web Client)

Develops HTML code (Web pages), including dynamic pages, and multimedia-enhanced pages. Skilled in converting complex training and technical materials to HTML for use in web-based training or for Web-based access.

Requirements: A two-year degree, or equivalent education or experience. A comprehensive knowledge of HTML and HTML versions and the ability to program complex HTML code with a basic text editor. At least one year of commercial experience writing HTML code. A journeyman's understanding of Web technology and Web protocols. A commercial level proficiency in Dreamweaver or another commercial Web design tool.

JavaScript Developer/Specialist (Web Client)

Develops JavaScript code to enable Web-based instruction and information access. Skilled in supporting Web-based presentation of complex training and technical materials.

Requirements: A two-year degree, or equivalent education or experience. At least one year of commercial experience writing JavaScript. A comprehensive knowledge of JavaScript and the ability to program complex JavaScript code. At least one year of commercial experience in content publishing, and a journeyman's understanding of Web technology and Web protocols. A commercial level proficiency in JavaScript.

ASP/ASP.net Developer/Programmer (Web Server)

Develops ASP code to enable Web-based instruction and information access. Skilled in supporting Web-based presentation of complex training and technical materials.

Requirements: A two-year degree, or equivalent education or experience. A comprehensive knowledge of ASP and the ability to program complex ASP code. At least one year of commercial experience writing ASP. At least one year of commercial experience in content publishing, and a thorough understanding of Web technology and Web protocols.

MS SQL Server Developer/Programmer (Web Server)

Develops MS SQL Server applications to enable Web-based instruction and information access.

Requirements: A two-year degree, or equivalent education or experience. A comprehensive knowledge of MS SQL Server and the ability to program complex database code. At least one year of commercial experience developing MS SQL Server applications.

Custom Internet Solutions Consultant

Researches to understand a client's existing Internet use and possible uses, and the client's business circumstances and needs. Analyzes gathered information and data to determine if and how Internet solutions can better meet the client's needs. Explains possible new and enhanced Internet solutions, and their value to the client. Guides the client in implementing proposed solutions.

Requirements: BA/BS and three years of Internet solutions consulting experience, or MA/MS and two years of Internet solutions consulting experience. Expert knowledge of existing packaged Internet solutions, Internet technologies and protocols, and Internet programming languages and tools. Experience combining Internet technologies, and leading Internet solution development teams to create custom Internet solutions.

Application Programmer

Creates customized code to implement instructional materials and instructional management tools, including computer-based instruction, web-based instruction, training management software, and other electronic training aids.

Requirements: Proficient in one or more of the following programming languages: ASP, Java, Perl, C++, JavaScript. BA/BS, and three years of programming experience, or MA/MS and two years of programming experience.

Senior Application Programmer

Creates customized code to implement instructional materials and instructional management tools, including computer-based instruction, web-based instruction, training management software, and other electronic training aids.

Requirements: Proficient in one or more of the following programming languages: ASP, Java, Perl, C++, JavaScript. BA/BS, and five years of programming experience or MA/MS and three years of programming experience.

Administrative Specialist/Accounting Manager

Provides general administrative and accounting support for managers and project team members. Produces reports. Maintains project records. Maintains required supplies. Coordinates overall administrative requirements. Supervises other administrative personnel.

Requirements: AS/AS degree, preferably in Business or Accounting, and a minimum of three years of experience in accounting or office administration. Six years of experience may be substituted for degree requirements.

Administrative Assistant

Assists in providing general administrative and accounting support for managers and project team members. Produces reports, maintains project records, and maintains required supplies under the supervision of other managers.

Requirements: AS/AS degree, preferably in Business or Accounting, and a minimum of one year of work experience in accounting, office administration, or Web or print publishing.

Principle Instructional Architect

Requires a Bachelor's degree in training, education or equivalent with 15 years' experience of which a minimum of 6 years must be specialized in the design of training programs and curricula and the design and development of training products and services.

Program Manager

Requires a Bachelor's degree in management, training, education, or equivalent with 10 years' experience with the design, development, and delivery of training products and services.

Senior Administrative Specialist

Requires a High School diploma and 6 years' related education and/or experience in business management. Must provide clerical and administrative support to project and/or functional or staff organizations. May lead lower-level employees.

Multi-Media Courseware Developer

Requires a Bachelor's degree in training, education, or equivalent with 4-6 years' experience of which a minimum of 1 year must be specialized in courseware authoring for CBT.

Information Analyst

Requires a Bachelor's degree with 3 years' experience of which a minimum of 1 year must be specialized in the analysis or application of information technology systems.

Database Management Specialist

Requires a bachelor's degree with 5 years' experience of which a minimum of 2 years must be specialized in database development and administration.