

**GENERAL SERVICES ADMINISTRATION**

**FEDERAL SUPPLY SERVICE**

**AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICELIST**

*On-line access to contract ordering information, terms and conditions accepted by the Government, 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.gsaadvantage.gov>*

**PROFESSIONAL SERVICE SCHEDULE (PSS)**

**GROUP NAME: MISSION ORIENTED BUSINESS INTEGRATED SERVICES (MOBIS)**

**FSC GROUP 874**



2191 Harithy Drive  
Dunn Loring, VA 22027  
Phone: 703-980-0064  
Fax: 703-573-1380  
[www.issmgmt.com](http://www.issmgmt.com)

**CONTRACT No. GS-02F-0087X**

*For more information on ordering from Federal Supply Schedules, click on the FSS Schedule button at <http://www.fss.gsa.gov>*

**CONTRACT PERIOD: 2/17/2011 – 2/16/2021**

*Business Size: Service Disabled Veteran Owned Small Business (SDVOSB)*

Pricelist current through Modification # PO-0010



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## CUSTOMER INFORMATION

**1a. Table of Awarded Special Item Numbers (SINs)**

- 874-1 Integrated Consulting Service
- 874-4 Training Services (Instructor led training, Web Based Training and Education Courses, Course Development and Test Administration)
- 874-6 Acquisition Management Support
- 874-7 Integrated Business Program Support Services

**1b. Identification of Lowest Priced Model and Lowest Price:**

See Attachment A – Hourly Labor Rate

**1c. Labor Category Descriptions:**

See Attachment B – Labor Category Descriptions

**2. Maximum Order:**

\$1,000,000

**3. Minimum Order:**

\$300

**4. Geographic Coverage (delivery area):**

Domestic

**5. Point(s) of Production (city, county and State or foreign country):**

Not Applicable

**6. Discount from list price:**

All prices shown herein are Net

**7. Quantity Discounts:**

Not Applicable

**8. Prompt Payment Discount:**

Net 30 Days

**9a. Government purchase cards at or below the micro-purchase threshold:**

Purchase cards *are* accepted at or below the micro-purchase threshold

**9b. Government purchase cards above the micro-purchase threshold:**

Purchase cards *are not* accepted at or below the micro-purchase threshold

**10. Foreign Items:**

Not Applicable

**11a. Time of Delivery:**

To be negotiated with the ordering agency on a task order basis

**11b. Expedited Delivery:**

To be negotiated with the ordering agency on a task order basis

**11c. Overnight and 2-day Delivery**

To be negotiated with the ordering agency on a task order basis

- 11d. Urgent Requirements:**  
To be negotiated with the ordering agency on a task order basis
- When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering agency, agencies are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering agency, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract.
- 12. FOB Point(s):**  
Destination
- 13a. Ordering Address(s):**  
Integrated Systems Solutions  
2191 Harrity Drive  
Dunn Loring, VA 22027
- 13b. Ordering Procedures:**  
For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulations (FAR) 8.405-3.
- 14. Payment Address:**  
Integrated Systems Solutions  
2191 Harrity Drive  
Dunn Loring, VA 22027
- 15. Warranty Provision:**  
Standard ISS commercial warranty
- 16. Export packing charges, if applicable:**  
Not Applicable
- 17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level)**  
Not Applicable
- 18. Terms and conditions of rental, maintenance, and repair (if applicable):**  
Not Applicable
- 19. Terms and conditions of installation (if applicable):**  
Not Applicable
- 20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable):**  
Not Applicable
- 21. List of service and distribution points (if applicable):**  
Not Applicable
- 22. List of participating dealers (if applicable):**  
Not Applicable

23. **Preventive Maintenance (if applicable)**  
Not Applicable
- 24a. **Special attributes such as environmental attributes (e.g., recycled content, energy efficient, 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., contract's website or other location). The EIT standards can be found at [www.Section508.gov](http://www.Section508.gov)**  
Not Applicable
25. **Data Universal Number System (DUNS) Number:**  
613429849
26. **Notification regarding registration in the System for Award Management (SAM), formerly Central Contractor Registration (CCR) database:**  
ISS is registered in SAM.

## BRIEF COMPANY OVERVIEW

Integrated Systems Solutions (ISS), a Service Disabled Veteran Owned Small Business (SDVOSB) has been providing management consulting services since 2007 to both public and private sector organizations. The ISS team has a proven track record of success and substantial expertise working with client organizations to solve complex organization and management problems and offer mission oriented business solutions. The typical senior ISS team member has a MA/MS degree and 19 years of experience in the field. Our approach to both client and employee relationship is based on mutual respect and trust, where we are able to work as part of a team to address individual and organizational needs. ISS is dedicated to providing process expertise, project management and “best practice” experience. Through our program planning, audits, evaluations and approach to complex situations, we are able to transfer knowledge and capabilities as a natural by-product of our involvement with a client.

Our services span all aspects of the Mission Oriented Business Integrated Services (MOBIS) work areas with clients representing diverse industry and business functions. This broad range of experience makes us highly unique in the field of professional services. We work at all levels of an organization, from the executive office to the front line. Our staff includes highly experienced consultants, practitioners and instructors. We believe that training is best served just in time and focused on a real problem. As such we use training as another tool in creating new capabilities for our clients as we are working with them to address a specific need or challenge.

ISS expertise, process methodologies and templates for the various consulting activities are all built on personal practical experience working with a number of companies and government organizations. The privilege of working with numerous organizations has allowed us to develop a strong knowledge base of how to translate “theory” into practice and we have an extensive understanding of the critical success factors and bring an expansive set of viewpoints to the projects in the form of lessons learned or best practices.

## ISS POINT OF CONTACT

For all questions regarding this GSA Schedule and to place an order or obtain more information, please contact:

Wallace “Tom” Bucher  
2191 Harranty Drive  
Dunn Loring, VA 22027  
703-980-0064 (v)  
703-573-1380 (f)

[tom.bucher@issgmt.com](mailto:tom.bucher@issgmt.com)  
[www.issgmt.com](http://www.issgmt.com)

## ATTACHMENT A: HOURLY LABOR RATES

Service/Labor Category	Year 6: GSA Price	Year 7: GSA Price	Year 8: GSA Price	Year 9: GSA Price	Year 10 GSA Price
	<b>2/17/2016- 2/16/2017</b>	<b>2/17/2017 - 2/16/2018</b>	<b>2/17/2018- 2/16/2019</b>	<b>2/17/2019- 2/16/2020</b>	<b>2/17/2020- 2/16/2021</b>
Principal SME	\$284.41	\$291.52	\$298.80	\$306.27	\$313.93
Subject Matter Expert I	\$193.40	\$198.23	\$203.19	\$208.27	\$213.47
Subject Matter Expert II	\$151.97	\$155.77	\$159.66	\$163.65	\$167.74
Program Director	\$138.04	\$141.49	\$145.02	\$148.65	\$152.37
Task Order Project Manager	\$126.27	\$129.43	\$132.66	\$135.98	\$139.38
Project Manager	\$123.43	\$126.52	\$129.68	\$132.92	\$136.24
Deputy Project Manager	\$117.47	\$120.40	\$123.41	\$126.50	\$129.66
Technical Manager	\$104.77	\$107.38	\$110.07	\$112.82	\$115.64
Program Analyst	\$102.39	\$104.95	\$107.57	\$110.26	\$113.02
Technical Analyst	\$93.86	\$96.21	\$98.61	\$101.08	\$103.60
Sr. Project Administrator	\$88.58	\$90.80	\$93.06	\$95.39	\$97.78
Business Systems Analyst	\$81.00	\$83.02	\$85.10	\$87.23	\$89.41
Business Process Subject Matter Specialist	\$80.84	\$82.87	\$84.94	\$87.06	\$89.24
Modeling and Simulation Specialist	\$80.84	\$82.87	\$84.94	\$87.06	\$89.24
Documentation Specialist	\$73.97	\$75.82	\$77.72	\$79.66	\$81.65
Training Specialist	\$73.97	\$75.82	\$77.72	\$79.66	\$81.65
Analyst I	\$75.66	\$77.55	\$79.49	\$81.47	\$83.51
Inventory Specialist	\$68.26	\$69.97	\$71.72	\$73.51	\$75.35
Analyst II	\$68.25	\$69.96	\$71.71	\$73.50	\$75.34
Business Process Re-Engineering Specialist - Senior	\$63.75	\$65.35	\$66.98	\$68.65	\$70.37
Analyst III	\$62.57	\$64.13	\$65.73	\$67.38	\$69.06
Administrative Manager	\$50.41	\$51.67	\$52.96	\$54.29	\$55.64

## ATTACHMENT B: LABOR CATEGORY DESCRIPTIONS

Labor Category	Minimum Education and Minimum Experience	Functional Responsibilities
Principal SME	Master's Degree and 18 years of experience	Broad, in-depth experience at senior executive, executive, and senior management levels in business process development, process improvement, change management, project management, general leadership and management. Executive skills and significant depth of experience in a variety of disciplines to ensure rapid diagnosis of organizational performance gaps for the entire enterprise. Significant, long-term, in depth experience across all line and staff disciplines with senior executive perspective enhances ability to accurately prescribe and communicate enterprise- wide remedies to client senior executive, executive, and senior management. Demonstrated expertise in providing executive guidance and direction to entire large, complex multiphase projects/programs having whole-enterprise impact. Proven abilities in process development for enterprise-critical processes; process improvement; change management; demonstrated capability in managing multi-task projects and programs of high complexity at enterprise level; broad responsibility in process design, implementation and management at executive levels. Primary functions include specific and comprehensive analysis of organizational processes, systems, and personnel in relation to core goals and strategic direction. Typically recognized by the industry as an expert in their specific field.
Subject Matter Expert I	Master's Degree and 14 years of experience	Broad, in-depth, experience at executive and senior management levels in business process development, process improvement, change management, project management, general leadership and management. Broad skills and significant depth of experience in a variety of disciplines ensure rapid diagnosis of organizational performance gaps. Significant experience across all line and staff disciplines enhances ability to accurately prescribe and communicate organizational remedies. Demonstrated expertise in providing guidance and direction to entire large, complex projects and programs; proven abilities in process development for organizationally critical processes, process improvement, change management; demonstrated capability in managing multi-task projects and programs of high complexity; broad responsibility in process design, implementation and management at upper organizational levels. Primary functions include specific and comprehensive analysis of organizational processes, systems, and personnel in relation to core goals and strategic direction. Typically recognized by the industry as an expert in their specific field.
Subject Matter Expert II	Master's Degree and 12 years of experience	Broad, in-depth, experience at executive and senior management levels in business process development, process improvement, change management, project management, general leadership and management. Broad skills and significant depth of experience in a variety of disciplines ensure rapid diagnosis of organizational performance gaps. Significant experience across all line and staff disciplines enhances ability to accurately prescribe and communicate organizational remedies. Demonstrated expertise in providing guidance and direction to entire large, complex projects and programs; proven abilities in process development for organizationally critical processes, process improvement, change management; demonstrated capability in managing multi-task projects and programs of high complexity; broad responsibility in process design, implementation and management at upper organizational levels.

Program Director	Bachelor's Degree and 15 years of experience	Provides oversight and executive level management to overall operations involving multiple programs and tasks. Maintains and manages relationships with senior level management within the client organization. Ensures overall program success and demonstrated experience meeting complex challenges of the client organization. Generally requires experience and increasing levels of responsibility, in a specific process improvement discipline (e.g., LEAN/six sigma, systems engineering, activity based costing, simulation and modeling). Demonstrated competence to provide guidance and direction to various projects; proven expertise in process development, process improvement, change management; demonstrated capability in managing multi-task projects and programs of high complexity; increasing responsibility in process design, implementation and management.
Task Order Project Manager	Bachelor's Degree and 4 years of experience	Serves as the project manager for a large, complex task order (or a group of task orders affecting the same system) and shall assist the Program Manager in working with the Government Contracting Officer (KO), the task order-level Task Order Managers, Government management personnel and customer agency representatives. Under the guidance of the Program Manager, responsible for the overall management of the specific task order(s) and ensuring that the project solutions and schedules in the task order are implemented in a timely manner. Minimum Requirement: Must have Project Management certification (i.e. Project Management Professional (PMP) Certification, other recognized certification, etc.) plus five (5) years relevant experience and 5 years of leadership experience with progressively higher responsibility in the public and/or private sector in the consulting fields.
Project Manager	Bachelor's Degree and 12 years of experience	Performs day to day management of contract support operations involving multiple tasks and personnel. Provides technical guidance to the project team and ensures quality control. Responsible for staffing, project planning, project financials, and general oversight of staff. Enhanced skills in a variety of disciplines ensure timely diagnosis of organizational performance gaps. Acknowledged experience in a variety of line and staff disciplines enhances ability to accurately prescribe and communicate organizational remedies. Demonstrated competence to provide guidance and direction to major portion of a larger project; proven expertise in process development, process improvement, change management; demonstrated capability in managing intermediate size projects and programs of moderate complexity; increasing responsibility in process design, implementation and management.
Deputy Project Manager	Bachelor's Degree and 10 years of experience	Performs day to day management of contract support operations involving multiple tasks and personnel in support of a Project Manager or Program Director. Provides leadership for specific project tasks to ensure overall compliance with scope, deliverable requirements, and financial solutions. Acknowledged experience in a variety of line and staff disciplines enhances ability to accurately prescribe and communicate organizational remedies. Demonstrated competence to provide guidance and direction to major portion of a larger project; proven expertise in process development, process improvement, change management; demonstrated capability in managing intermediate size projects and programs of moderate complexity; increasing responsibility in process design, implementation and management.

Technical Manager	Bachelor's Degree and 8 years of experience	Formal education in management discipline and related experience in business process development, process improvement, change management, project management, general leadership and management. Skills in a number of disciplines ensure timely diagnosis of organizational performance gaps. Acknowledged experience in line and staff disciplines enhances ability to accurately prescribe and communicate organizational remedies. Demonstrated competence to provide guidance and direction to selected portions and major tasks of a larger project; expertise in process development, process improvement, change management; capability in managing intermediate size projects and programs of moderate complexity; responsibility in process design, implementation and management. Demonstrated managerial and supervisory skills and ability to direct activities of junior staff on analytical and technical methodologies and principles.
Program Analyst	Bachelor's Degree and 8 years of experience	Demonstrated experience in business process development, process improvement, change management, project management, and general management. Broad abilities to identify root causes of business process problems, experience in formulating problem statements and in assisting first and second level supervisor in navigating process improvement and change efforts. Technical skill in general management disciplines ensures timely analysis and diagnosis of organizational performance gaps. Demonstrated competence to provide analysis of process problems and determine root-causes of performance gaps in selected processes during process improvement and organizational change efforts. Competence to guide tasks major tasks/work breakdown packages of a larger project; expertise in process development, process improvement, change management; responsibility in process design, implementation and management.
Technical Analyst	Bachelor's Degree and 6 years of experience	Experience in business process development, process improvement, change management, project management, and general management. Broad abilities to identify root causes of business process problems, experience in formulating problem statements and in assisting first and second level supervisor in navigating process improvement and change efforts. Technical skill in general management disciplines ensures timely analysis and diagnosis of organizational performance gaps.
Sr. Project Administrator	Bachelor's Degree and 5 years of experience	Day to day administrative oversight of projects through the entire project lifecycle, within budget and set timetable. Provides technology development and deployment, business analysis and process design, and business and contact center readiness. Plan and facilitate program steering committee meetings, ensuring strong focus on required executive decisions. Work with operations and partner(s) to develop project, risk management and communication plans around process changes. Manage risk around project timelines, budget, scope, and quality. Provide day-to-day support and troubleshooting of issues and drive to resolution. Communicate and coordinate fixes and deployments through appropriate technology and business teams. Provide on-going communication of status and risks to management teams internally as needed and garner support for changes in scope, schedule, or budget. Ensure Project documentation and support information is completed to a high standard throughout the Project lifecycle. Manage the project management information repository including presentations, requirements and design documents, the project schedule, budget, status reports, meeting minutes, issue logs and any other documentation related to the management and administration of the project

Business Systems Analyst	Bachelor's Degree and 4 years of experience	Expert in particular business processes, responsible for formulating systems scope and objectives relative to the organization's business plan and industry requirements. Acts as a member of a project team responsible for providing technical guidance concerning the business implications of the application of various systems.
Business Process Subject Matter Specialist	Bachelor's Degree and 5 years of experience	Provides knowledge and analysis of highly specialized applications and operational environments, high-level functional systems analysis, design, integration, documentation and implementation advice on exceptionally complex problems that need extensive knowledge of the subject matter for effective implementation. Participates as needed in all phases of project with emphasis on the planning, analysis, testing, integration, documentation, and presentation phases.
Modeling and Simulation Specialist	Bachelor's Degree and 5 years of experience	Specialist in modeling and simulation functions and operations such as, but not limited to exercises, plans, coordination, demonstrations, and instruction. Supports live, constructive, or virtual training. Develops and applies logical views of data to reflect the information structure of an enterprise through using best of class tools and methodologies to identify and determine essential data model relationships.
Documentation Specialist	Bachelor's Degree and 5 years of experience	Experience in technical writing and documentation pertaining to all aspects of project. Experience in preparing technical documentation, including conducting research on applicable standards. Gathers, analyzes, and composes technical information. Conducts research and ensures the use of proper technical terminology. Translates technical information into clear, readable documents to be used by technical and nontechnical personnel. For applications built to run in a Windows environment, uses the standard help compiler to prepare all on-line documentation. This labor category is offered only in conjunction with IT Professional labor categories. Demonstrated experience and ability to work independently or under only general direction.
Training Specialist	Bachelor's Degree and 5 years of experience	Experience in information systems development, training, or related fields. Develops and provides end user training.. Conducts the research necessary to develop and revise training courses and prepares appropriate training catalogs. Prepares all instructor materials (course outline, background material, and training aids). Prepares all student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, workshops, and seminars.
Analyst I	Bachelor's Degree and 5 years of experience	Senior expert with extensive knowledge and experience developing and applying analytic methodologies and principles. Leads the application of analytic techniques and helps define project objectives and strategic direction. Responsible for providing leadership and vision to project team around the methodology. Resolves complex problems requiring in-depth knowledge. Directs activities of more junior Analysts and staff. Some management and supervisory skills.
Inventory Specialist	Bachelor's Degree and 5 years of experience	Manage analysis and performance monitoring of the effectiveness and execution of asset control procedures. Ensure accountability and proper tracking mechanisms are used to conform to expected organizational standards and goals. Identify and implement solutions to problematic areas of the asset control process. Verify the accuracy of the data recorded/updated in the IT Asset Management System (ITAMS). Draft correspondence, as required. Ensure accuracy of ITAMS data, making sure anomalies are identified and addressed immediately. Reconcile all balances regularly and submit accurate, auditable financial year-end inventory reports. Perform physical inventories.

Analyst II	Bachelor's Degree and 3 years of experience	Mid-level expert with broad knowledge and experience developing and applying analytic methodologies and principles. Provides high level support to the application of analytic techniques and helps define project objectives and strategic direction. Responsible for providing leadership and vision to project team around the methodology. Resolves complex problems requiring in-depth knowledge. Performs basic Analyst functions including data collection, interviewing, data modeling, project testing, and creation of performance measurements to support project objectives.
Business Process Re-Engineering Specialist - Senior	Bachelor's Degree and 4 years of experience	Provides facilitation, training, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices, and supervision of business process reengineers. Applies process improvement and reengineering methodologies and principles to conduct process modernization projects. Duties include activity and data modeling, developing modern business methods, identifying best practices, and creating and assessing performance measurements. Creates process change by integrating new processes with existing ones and communicating these changes to impacted Business Systems teams. Recommends and facilitates quality improvement efforts.
Analyst III	Associates Degree and 2 years of experience	Junior level analyst with knowledge and experience developing and applying analytic methodologies and principles. Supports analyst functions including data collection, interviewing, data modeling, project testing, and creation of performance measurements to support project objectives. Conducts activities in support of project objectives.
Administrative Manager	Associates Degree and 3 years of experience	Provides overall administrative support of professionals engaged in business process development, process improvement, change management, project management, and/or general management. Progressive experience in office automation tools. Knowledgeable in computer based documentation and presentation techniques, technical typing and word processing. Competence in basic process improvement, process mapping and other process management tools.

# ATTACHMENT C: SAMPLE BLANKET PURCHASE ORDER

## BEST VALUE BLANKET PURCHASE AGREEMENT FEDERAL SUPPLY SCHEDULE

(Insert Customer Name)

In the spirit of the Federal Acquisition Streamlining Act (Ordering Activity) and (Contractor) enter into a cooperative agreement to further reduce the administrative costs of acquiring commercial items from the General Services Administration (GSA) Federal Supply Schedule Contract(s) \_\_\_\_\_.

Federal Supply Schedule contract BPAs eliminate contracting and open market costs such as: search for sources; the development of technical documents, solicitations and the evaluation of offers. Teaming Arrangements are permitted with Federal Supply Schedule Contractors in accordance with Federal Acquisition Regulation (FAR) 9.6.

This BPA will further decrease costs, reduce paperwork, and save time by eliminating the need for repetitive, individual purchases from the schedule contract. The end result is to create a purchasing mechanism for the ordering activity that works better and costs less.

Signatures

\_\_\_\_\_  
Ordering Activity

\_\_\_\_\_  
Date

\_\_\_\_\_  
Contractor

\_\_\_\_\_  
Date

**(CUSTOMER NAME)  
BLANKET PURCHASE AGREEMENT**

Pursuant to GSA Federal Supply Schedule Contract Number(s) \_\_\_\_\_, Blanket Purchase Agreements, the Contractor agrees to the following terms of a Blanket Purchase Agreement (BPA) EXCLUSIVELY WITH (Ordering Activity):

- (1) The following contract items can be ordered under this BPA. All orders placed against this BPA are subject to the terms and conditions of the contract, except as noted below:

MODEL NUMBER/PART NUMBER	*SPECIAL BPA DISCOUNT/PRICE
_____	_____
_____	_____

- (2) Delivery:

DESTINATION	DELIVERY SCHEDULES / DATES
_____	_____
_____	_____

- (3) The ordering activity estimates, but does not guarantee, that the volume of purchases through this agreement will be \_\_\_\_\_.

- (4) This BPA does not obligate any funds.

- (5) This BPA expires on \_\_\_\_\_ or at the end of the contract period, whichever is earlier.

- (6) The following office(s) is hereby authorized to place orders under this BPA:

OFFICE	POINT OF CONTACT
_____	_____
_____	_____

- (7) Orders will be placed against this BPA via Electronic Data Interchange (EDI), FAX, or paper.

- (8) Unless otherwise agreed to, all deliveries under this BPA must be accompanied by delivery tickets or sales slips that must contain the following information as a minimum:

- (a) Name of Contractor;
- (b) Contract Number;
- (c) BPA Number;
- (d) Model Number or National Stock Number (NSN);
- (e) Purchase Order Number;
- (f) Date of Purchase;
- (g) Quantity, Unit Price, and Extension of Each Item (unit prices and extensions need not be shown when incompatible with the use of automated systems; provided, that the invoice is itemized to show the information); and
- (h) Date of Shipment.

- (9) The requirements of a proper invoice are specified in the Federal Supply Schedule contract. Invoices will be submitted to the address specified within the purchase order transmission issued against this BPA.

- (10) The terms and conditions included in this BPA apply to all purchases made pursuant to it. In the event of an inconsistency between the provisions of this BPA and the Contractor's invoice, the provisions of this BPA will take precedence.