



GSA MOBIS Services  
Contract No. GS-10F-0009M

## Contact us:

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## CORPORATE OVERVIEW

For over a century Malcolm Pirnie, Inc. (Malcolm Pirnie) has been one of the nation's leading professional consulting and engineering organizations, providing services to over 3,000 public and private clients. Through our 2009 merger with ARCADIS US, Inc., Malcolm Pirnie, Inc. became a wholly owned subsidiary of ARCADIS and has since integrated most of its functions into ARCADIS. We continue to serve our customers with the same personnel who have provided dedicated services in the past but now with access to many more resources.

We respond to today's management and operational needs and the issues of tomorrow. Malcolm Pirnie has built its practice and reputation on technical excellence and innovations. Our staff nationwide is driven by this focus - to meet and even exceed our client's needs and expectations with forward-looking solutions.

Malcolm Pirnie has been proud to provide innovative, cost-effective solutions to Federal Clients since the early years of the First World War. We offer a full range of services to help meet the changing needs of government agencies and the military:

- ▮ Integrated Consulting, Facilitation, and Survey Services
- ▮ Training Services
- ▮ Acquisition Management Services and Documentation
- ▮ Integrated Business Program Support Services

Our federal clients include the Department of Defense (U.S. Army, Corps of Engineers, U.S. Air Force, U.S. Navy, U.S. Marine Corps), the Environmental Protection Agency, the National Disaster Medical System (NDMS), the Postal Service, the Departments of Agriculture (Forest Service), Interior (National Park Service and Fish and Wildlife Service), and Justice (U.S. Attorney General's Office).

Client satisfaction, integrity and quality work - they're what Malcolm Pirnie is all about. It's the way we do business. It's why our clients keep coming back with a resounding 85% in repeat business.

## **GSA 874-1, 874-1 RC: INTEGRATED CONSULTING SERVICES**

Malcolm Pirnie has been providing consulting services for over 100 years to our clients, including, federal, state, municipal, and industrial organizations. The majority of our consulting services have been for clients requiring management, organizational and business improvement type services. Consulting services have become a large part of our overall business leading to specific initiatives and the development of our Red Oak Consulting Group. The Red Oak Group includes several nationally recognized experts who have backgrounds in: management improvement and efficiency studies, change management, executive coaching, business operations improvement, strategic planning, and financial improvement programs.



One of the corner stones of our consulting services is our self-improvement program. This service assists our clients in answering many of the hard questions they face.

- ▢ How do we become and remain the most efficient and effective?
- ▢ What steps should we take to be forward-looking and how do we compare with competitors?
- ▢ Where should we target improvements and how are others successfully handling changes?
- ▢ How do we develop and sustain staff enthusiasm and support for improvement and change?

### The Forward-Looking Approach

Malcolm Pirnie's approach to optimization is results-oriented and flexible. This allows us to meet the unique characteristics of our clients dynamic change process. We successfully integrate management and employee needs; determine improvement opportunities; use proven communication techniques; develop detailed and effective improvement plans; and allow a client to bring about tangible improvements. Malcolm Pirnie's overall optimization approach consists of three phases: Setting the Stage, Assessing the Organization, and Implementing Improvements.

### Phase 1 Setting The Stage

When starting an optimization program, we work with the full spectrum of staff; often we work through a project steering committee. We have found that it is not enough to have management and key staff educated about the self-improvement program a flourishing program involves all staff. We help the client gain staff involvement by developing programs targeted on industry issues and working with the staff so that the self-improvement program is made relevant to each person's position and function.

## Phase 2 Assessing the Organization

Malcolm Pirnie categorizes improvements as the following: easy wins; identified yet unresolved improvement areas; unrealized improvement areas. We use three analytical techniques to uncover improvement areas and identify root causes of problems: 1) Effective Practices Analysis Evaluate client and compare it to industry-defined effective practices; 2) Competitive Gap Analysis Use a structured methodology to determine a client's vulnerability to competition; 3) External Benchmarking Comparison We compare our clients operations to both the public and private sector (against real-world and demonstrated performance).

## Phase 3 Implementing Improvements

Phase 2 analyses will often generate a whole host of improvement opportunities, but what will provide the greatest return on investment? We help prioritize and segment the opportunities into attainable action plans. The building block approach increases staff's motivation as incremental successes are achieved. It also provides a mechanism to apply lessons-learned from earlier components. The implementation phase is unique to each client. To guide, we use proven techniques that help to smoothly implement change:

- Formal Partnering
- Process Mapping
- Technical Evaluations
- Cost/Benefit Analyses
- Technology Master Planning

Malcolm Pirnie has direct experience with organizations that successfully undertook improving their business performance. The following includes some unique services Malcolm Pirnie has provided within this program:

The **Air Force Materiel Command (AFMC)** requested us to implement innovative initiatives to support 13 installations nationwide. These projects included a prototype city-base program that improves financial and operational efficiencies. Our support included: asset analysis, organizational design efficiencies, cost/benefit analysis, life-cycle cost analysis, communication and interaction improvement, and development of contracting and conveyance documentation. Malcolm Pirnie has been an integral part of the AFMC team to include preparation for and participation in Pentagon level meetings/briefings to gain continued support of these innovative programs. Malcolm Pirnie is the program integrator for completion of the city-base arrangement at Los Angeles (LA) AFB. This program opens the Base to creative options for funding the modernization of Base facilities. We provided consulting services while evaluating the condition of the assets, organizational design, mission, logistics and staffing requirements at each of the LA AFB sub-bases. Our team has developed options to enable LA AFB to modernize the mission-area buildings, while using existing property assets to cover the cost of the new construction.

## **GSA SIN 874-1, 874-1 RC(SUBSET): FACILITATION SERVICES**

Malcolm Pirnie has developed a facilitation practice for the purpose of improving the efficiency and effectiveness of:

- our internal processes;
- our interactions with our clients; and



n our clients business and technical operations.

Our facilitation services have included executive coaching, strategic planning, meetings for our clients, teaching others effective facilitation, and partnering workshops. Due to our clients needs in technical support areas, Malcolm Pirnie's Facilitation Services require facilitators and staff that can provide this service, yet understand the technical complexities of our clients needs. Due to this fact, we have developed staff with qualified facilitation experience and education, matched with a strong technical understanding of our client needs.

For example, Malcolm Pirnie has designed and implemented partnering meetings and technical conferences for over ten years. We have hosted and facilitated Technical Symposia, involving 60-70 presenters, workshop leaders, and 400-500 attendees, as well as Annual Shareholders/Management meetings, for up to 200 participants, involving multiple days of workshops, shareholder meetings, and breakout sessions. For each of these meetings Malcolm Pirnie has used 14 experienced staff members to assist in meeting preparation and organization. We routinely bring in outside speakers and/or consultants with specific experience in an area of need to add depth and breadth to the exercises. Malcolm Pirnie also develops and facilitates smaller meetings among diverse professionals for the purpose of exchanging information and helping all organizations improve overall business and organizational efficiency.

We organize meetings, based upon the needs and issues of stakeholders, to develop strong working and partnering relationships to amicably resolve disputes rather than rely on contract litigation for conflict resolution. Often, we will survey or interview participants ahead of time to anonymously bring issues to bear. Many such events are the first step in an on-going process of meetings and problem solving. We conclude meetings with a summary of decisions, items for further discussion, action items and schedules. Some examples of our facilitation services include:

**n Sacramento Corps of Engineers (COE) at the Former Camp Beale, Marysville, CA.**

Malcolm Pirnie was asked to facilitate the development of objectives and help our client develop a strategic plan for managing risks on the property. When we joined, stakeholders were at an impasse and had not moved forward in three months. We brought together two COE Districts, the local governments, CAL EPA, USEPA and citizen groups to identify the needs and goals of stakeholders, the issues, and assist them in develop strong working relationships to amicably identify areas of difference and resolve disputes. As part of this effort we surveyed participants ahead of time to anonymously bring issues to bear. In addition to identifying issues, we facilitated several meetings resulting in the development of clear objectives, items to be discussed further, action items and schedules. The project is now making progress and decisions are being made to move the program forward.

**n A multi-departmental computer system conversion project** was behind schedule, above budget, and tempers high. After interviewing the key players, Malcolm Pirnie was brought in to assist in improving the overall project. After three meetings, developing a schedule and plan, and outlining responsibilities the project was put back on track. In addition, a communication task force was developed to manage both the internal and external communications.

**n Malcolm Pirnie staff has also provided facilitation services for American Express (AMEX).** As part of this effort we assisted AMEX in structuring themselves to effectively perform their mission. Part of this project included facilitating their strategic planning to most effectively manage the risk associated with their business line. We assisted AMEX in establishing a Risk Management group of over 900 employees, developing an Executive VP to lead the effort, and training employees to

transform the culture of risk, especially as it applies to the performance of AMEX. Other aspects of our support included facilitation of the 360-degree review process and assisting management in developing a strategy to support culture change.

- n **For a two-year, \$30 million construction project, Malcolm Pirnie was brought in to assist with formal partnering between the Village of Vernon, Connecticut and the Contractor.** Malcolm Pirnie developed a Partnering Charter that all stakeholders could agree to, the charter included: quarterly progress and conflict resolution meetings. The Contractor faced many challenges, including bad weather and his own financial issues. The partnering spirit and commitment kept the contractor on the job until he finished, This would not have been achieved without Malcolm Pirnie's partnering influence.
- n **MERCK Pharmaceuticals has been another corporation that Malcolm Pirnie staff has facilitated the integration of their business lines through partnering, planning, and culture changes.** The efforts involved the Global Restoration team, made up of 150,000 employees. We assisted MERCK in improving retention by approaching Human Resources like a business, scenario planning for budgeting and forecasting, and anticipating changes, rather than reacting to them. This led to increased retention and a 5% reduction in turnover to save MERCK over 10 million dollars.

## **GSA 874-1 RC (SUBSET): SURVEY SERVICES**

Survey services are at the center of any performance enhancement program that is undertaken by an organization. Malcolm Pirnie's Red Oak Consulting is a nationally recognized leader in conducting survey services for federal, municipal, and industrial clients. Malcolm Pirnie realizes that the decisions that our clients make, as to which road to choose, is solely based on the data obtained during the survey phase. The data collected for a particular client is just as important as the data that is used to benchmark that client against. Malcolm Pirnie understands survey services and data collection from within the client's own organization as well as outside sources.



Malcolm Pirnie's Red Oak Consulting routinely conducts surveys for our performance enhancement projects. The services offered closely align with those provided by MOBIS. The following is a sampling of some of the survey services offered by Malcolm Pirnie.

- n Development and Design of Client Focused Surveys, including Methodology
- n Presenting the Survey
- n Determination the Validity of the Data Collected
- n Conducting Qualitative and Quantitative Assessments
- n Final Presentation of the Data Collected

The real proof of our understanding of surveying services is our experience and lessons learned demonstrated by the following two projects:

- n **Prince William County Service Authority.** Malcolm Pirnie conducted a six-month, Phase I competitive assessment for this client in Northern Virginia by examining overall utility performance, including the Engineering, Customer Service, Information Technology, Wastewater Treatment and Collection, and Distribution Systems divisions. The purpose of the study is to ensure that the Authority is competitive and provides and maintains the highest quality service for the optimum cost to residents, businesses, and other users of the system. Our project approach employs four assessment tools that combine direct

interviewing and effective practices benchmarking with external metric benchmarking to public and private utilities. The quantitative or metric benchmarking aspect of the study developed comparative data to help the utility effectively focus on performance measures. Comparative data were developed through surveys of similar public and private organizations to provide a basis for comparing cost, staffing, process, and other key performance parameters. As a result of these surveying services, Prince William County Service Authority was able to improve the service and efficiency it provided customers.

▯ **Water Environment Research Foundation (WERF).** Malcolm Pirnie conducted a study in partnership with the Water Environment Research Foundation (WERF) and the Hampton Roads Sanitation District (HRSD) of Virginia to develop a computer-based, menu-driven Effective Practices Toolkit for wastewater utility managers to use to improve operations and management of their organizations. Malcolm Pirnie personnel lead the data collection, analysis, and toolkit development for the Organizational Development and Change Management section of the toolkit. Data collection efforts included a web-based, fax-back, and mail-in survey of best practices in wastewater utilities worldwide. In addition, Malcolm Pirnie worked directly with WERF and HRSD, and utilities around the United States to identify and document effective and innovative practices, develop a format and user interface for the toolkit, and facilitate interactive workshops at national WERF meetings to aid in the data collection efforts. The outstanding surveying services provided to WERF aided in development of a truly representative toolkit.

## **GSA SIN 874-6, 874-6 RC: ACQUISITION MANAGEMENT SUPPORT**

Malcolm Pirnie is a leader in privatization support services and outsourcing throughout the United States. We have managed and implemented commercial activities, A76, privatization, outsourcing, and staff efficiency studies and produced supporting documentation, to include:

- ▯ U.S. Marine Corps, Camp Pendleton, CA
- ▯ Hill Air Force Base
- ▯ Wright Patterson Air Force Base
- ▯ Puerto Rico Aqueduct and Sewer Authority
- ▯ Columbus, OH
- ▯ Birmingham, AL
- ▯ New Bedford, MA
- ▯ New Haven, CT
- ▯ Tinker Air Force Base
- ▯ Los Angeles Air Force Base
- ▯ Seattle, WA, Cedar River Project
- ▯ Washington Sanitary Sewer Commission
- ▯ Woonsocket, RI
- ▯ Franklin, OH
- ▯ Seattle, WA
- ▯ Avalon, CA

Throughout our over 75 plus privatization projects, we have dealt with issues varying from the early economic analysis and feasibility phases down to contract negotiations and post privatization monitoring. The services required for this effort are in alignment with the services typically provided by our Red Oak Consulting. Malcolm Pirnie provides its clients with the following privatization support services:

- ▯ Development of Maximum Employment Opportunities (MEO)
- ▯ Feasibility Studies of Privatization vs. Non-Privatized Options
- ▯ Management of Operations
- ▯ Operational Efficiency Analysis
- ▯ Structuring and Managing Competitions Between Public and Private Providers
- ▯ Analysis of Financial, Economic and Business Issues (E.G., Life-Cycle & Benchmark

Cost Analysis)

- n Preventive Maintenance Programs Development
- n Identification of Technological Improvements for More Efficient Operations
- n Identification of Bureaucratic Barriers to Improve Governmental Operations
- n Assistance to Municipal Agencies Bidding Against Private Contractors
- n Development of Privatization Selection Processes, Requests for Qualifications and Proposals
- n Development of Evaluation Processes for Proposals
- n Conducting Contract Negotiations and Performance Monitoring

The following are project examples that are complete or ongoing:

- n **Naval Facility Engineering Command SWDIV, California.** Malcolm Pirnie has been conducting a full range of utility privatization services supporting the Naval Facility Engineering Command SWDIV at Camp Pendleton and Mountain Warfare facilities in California. Our full privatization experience includes conducting initial system inventories and condition assessments at the Marine Corps Bases, through final negotiation assistance with the selected site developer and/or privatizer. Malcolm Pirnie is managing the development of condition assessments, cost of service studies, life cycle cost analysis, risk assessments, economic evaluations, economic assessments, utility valuations, status quo operations evaluation and cost analysis, environmental documentation studies, conveyance documentation, legal assistance, contractual support, RFP development, RFP response evaluations, and negotiation assistance.
- n **Hill Air Force Base, Utah.** *2009 Award-winning project: Excellence in Environmental Engineering (Honor Award - Planning) - AAEE; Engineering Excellence (National Recognition) - ACEC; and Honor Award - ACEC Utah* Malcolm Pirnie was hired by the U.S. Air Force to broker an Enhanced Use Lease (EUL) of the underutilized parcel. Our work included an economic and concept feasibility analysis ("Business Case Analysis") to determine whether the project would provide an attractive real estate opportunity for local developers. The Air Force Executive Steering Group (ESG) approved our Business Case Analysis and overall concept plan as one of its earliest approved EULs and the largest project of its kind undertaken by the DOD. We have worked closely with HAFB, local stakeholders, and the State of Utah to ensure maximum value for the project to the Air Force. We have also developed an innovative approach in setting up a master lease concept that enables the Air Force to capture future increased property value and avoid scoring issues and excess property determinations for the 600+ acre site. After a developer has been selected, Malcolm Pirnie will assist the Air Force in negotiating a ground lease of the parcel to the developer in exchange for cash and in-kind services to satisfy funding requirements for new infrastructure, maintenance, and environmental restoration on the installation. Enhanced use leasing is a tool that engages public and private stakeholders in a partnership that builds and reinforces communication and teamwork between the installation and the surrounding community. As a result, all parties benefit from the transaction: the installation receives much needed funding for facilities, infrastructure, and other services while addressing environmental liabilities; the real estate developer adds assets to its portfolio of investments; and the community benefits by increased tax revenues and job opportunities.
- n **City of Seattle.** Malcolm Pirnie has assisted the City with two large-scale privatization efforts, Tolt River Water Filtration Plant and Cedar River Treatment Facility. We assisted with the procurement of the Tolt River plant using a design-build-operate approach. The \$100 million project is the largest alternative contracting project for a drinking water facility in the mainland U.S. We prepared solicitation documents (e.g., request for qualifications and proposals, performance specifications, service fee formulas, and proposal evaluation criteria) to support the privatization effort. As a result of using this alternative approach, the city was able to save \$40M in capital costs and about \$1M per year in operating costs. Malcolm Pirnie developed and implemented a similar strategy for a new water

treatment facility for Cedar River. For this facility, the team is performing comprehensive and objective alternatives analysis, including: developing a regulatory compliance strategy; defining/evaluating alternative operating regimes and a transition management plan; identifying/refining alternative public-private partnerships and conventional design-bid-build procurement and implementation methodologies; and preparing for briefings. For both of these projects we are responsible for evaluating statements of qualification and proposals from private-sector firms. We are also preparing the construction and service agreement between the selected private-sector firm and the Seattle Water Department. Service agreement provisions include performance requirements, and penalties (liquidated damages) for not meeting the requirements. We are also assisting in the negotiation process with the selected firm.

## **GSA SIN 874-7, 874-7 RC: INTEGRATED BUSINESS SUPPORT SERVICES**

Malcolm Pirnie is one of the nation's leading environmental consulting organizations. Malcolm Pirnie traces its roots back to 1894. In over 100 years of providing consulting services to our clients Malcolm Pirnie has been providing program management, program oversight, project management, and program integration. These services are the backbone of our business. An accurate measure of this is our number of repeat client engagements. By this standard, Malcolm Pirnie has an outstanding record over 85 percent of our firm's present activity has resulted from clients we have served in the past.

### **Program Management**

Malcolm Pirnie understands Program Management through our extensive experience providing this service to our clients that include a cross-section of corporate, federal, state, and municipalities both in the United States and abroad. As Program Manager, Malcolm Pirnie provides hands-on technical, operational and financial management of contracts. We routinely schedule quality review meetings and provided day-to-day supervision of expenditures and budget forecasts. The following is just a sampling of the Program Management Services that Malcolm Pirnie is presently providing:



- ▯ Engineering Field Activity, Northeast, NAVFAC, Support for Preliminary Range Assessment Program Nationwide
- ▯ City of Birmingham, Alabama, Water and Sewer Board, Program Management Services for over 25 years
- ▯ U.S. Marine Corps, FY 10 Range Environmental Vulnerability Assessment (REVA) Program
- ▯ U.S. Army Environmental Command, Range Rule Response Support Nationwide
- ▯ City of Virginia Beach, Virginia, Asset Management/Program Management Services
- ▯ Baltimore Corps of Engineers, Indefinite Quantity Contract for Consulting Services, 5 years, \$75 M & \$30.5M capacity

### **Program Oversight**

Program Oversight can be broken down into two basic approaches. The first approach is where Malcolm Pirnie would function as an independent unbiased observer of an organization's financial and technical day-to-day operations, a Value Added Review (VAR) approach. Under the second approach, Malcolm Pirnie takes an active role in program execution without any binding implications on the programs overall scope and objectives.

In the VAR approach Malcolm Pirnie provides oversight of day-to-day operations and advises our clients on a variety of program functions including:

- ▯ Communications Along Technical and Administrative Ranks
- ▯ Functional Roles of Staff in Supporting the Programs Mission
- ▯ Cost of Services, In-House Versus Subcontracting
- ▯ Accounting Procedures
- ▯ Alignment of Program Initiatives with Program Goals

Following the initial VAR, Malcolm Pirnie, at regularly scheduled debrief meetings, summarizes its findings and makes program enhancement recommendations. Following implementation of the recommendations Malcolm Pirnie conducts a second VAR to evaluate the performance impacts on the program. The second VAR is usually conducted after there has been sufficient time for the change to be accepted, eliminating personal barriers.

In the second program, the oversight approach, Malcolm Pirnie actively participates in bringing about the change, working side-by-side with an organizations staff to demonstrate and fine tune the modified program initiative to assure the success of the overall program

## **Project Management**

Malcolm Pirnie, since its inception over 100 years ago, has been managing projects as a routine function of our consulting services. Malcolm Pirnie assigns results oriented project managers that match the project needs. Factors in selecting project managers include technical experience and competence, availability and proximity to project locations to minimize cost, maximize responsiveness and capitalize on familiarity with local conditions and regulatory requirements.

Our project managers are responsible for selection of the best-qualified staff to conduct the project, project execution by project team and assuring that basic quality assurance/quality control procedures are implemented. Our project managers act as a clearinghouse for assuring successful project planning, implementation and compliance with the projects goals and objectives.

## **Program Integration**

Malcolm Pirnie's technical experience with industry, government and the private sector has given us the breadth of understanding necessary to be a team leader that can integrate elements from a variety of sources to improve overall program performance. For Hilton Head, South Carolina, Malcolm Pirnie assisted Public Service District No. 1 with an improvement project that integrated a proposed Malcolm Pirnie approach with the American Water Works Associations Quality Services. Through a series of visioning and employee awareness workshops Malcolm Pirnie' successfully integrated multiple work tasks and improved overall operation and efficiency of the Public Service Utility.

**RATES & LABOR CATEGORY DESCRIPTIONS**

Below are Malcolm Pirnie’s Year 13, 14, and 15 Rates:

Labor Category	Year 13 Hourly Rate	Year 14 Hourly Rate	Year 15 Hourly Rate
	10/1/13 - 9/30/14	10/1/14 - 9/30/15	10/1/15 - 9/30/16
Principal Consultant	\$ 202.63	\$ 207.09	\$ 211.64
Senior Consultant	\$ 152.49	\$ 155.85	\$ 159.28
Consultant	\$ 110.72	\$ 113.15	\$ 115.64
Specialist	\$ 87.74	\$ 89.67	\$ 91.64
Senior Support Staff	\$ 79.38	\$ 81.13	\$ 82.91
Junior Support Staff	\$ 62.67	\$ 64.05	\$ 65.46

**Service Contract Act**

**SCA Eligible Contract**

Labor Category	SCA Equivalent Code - Title	WD Number
Junior Support Staff	01011-Accountiung Clerk I	05-2375
Senior Support Staff	30083-Engineering Technician III	05-2375

The Service Contract Act is applicable to this contract as it applies to the entire MOBIS Schedule and all services provided. The contractor acknowledges that prices for the SCA labor category meets or exceeds those in the Wage Determination (WD) identified in the above matrix, and that economic price adjustments for the SCA will be governed by Clause 552.217-70

**Labor Category Descriptions**

Labor Classification	General Experience (years/range)	Functional Responsibility	Minimum Education Requirements
Principal Consultant	10 - 15+	Principal Consultants are company officers and Partners. They have final authority on consulting projects and manage senior staff in the pursuit of organizational strategies and major change management efforts. They bring years of experience in organizational behavior, financial pursuits, and similar management endeavors. They make decisions that influence major organizational changes.	BS/BA (advanced degrees desirable)
Senior Consultant	8 - 15+	Manages staff with specific functional missions or a	BS/BA (advanced degrees)

		branch or multi-functional areas, and manages the programs that are a result of that group's efforts. They facilitate organizational teams seeking change management. They manage groups of analysts and specialists to achieve client business objectives. They identify the resources, create the staffing plans, establish schedules, and coordinate efforts with the client representatives to ensure a clear understanding of objectives and standards. They make recommendations that drive the business strategies.	desirable)
<b>Consultant</b>	4 (with advanced degree) 8 (with BA/BS)	Plans schedules, conducts or coordinates detailed phases to achieve the identified client objectives. They are a critical part of the consultant team performing key assignments and contributing to the overall end objective. They assess feasibility and soundness of data and advise on appropriate approaches. They apply experienced judgment to achieve those organizational changes that lead to successful completion of the client's objective. They facilitate teams focused on specific elements of phases of the overall project. Applies a broad range of knowledge in specialty areas and a good working knowledge or related specialties. Consults on unusual problems and developments on overall objectives, critical issues and new concepts. Functions as a specialist in mid-size projects and may represent firm in conferences to resolve questions and plan and coordinate work.	BS/BA ( w 8 yrs exp) Advanced Degree (with 4 years exper.)
<b>Specialist / Analyst</b>	2 (with degree or specialized certificate/training) 10+ (High School)	Serves in a specialize area of expertise based on acquired experience and contributes to the project as a whole working under a senior consultant with overall responsibility for multiple phases of the effort..	High School (additional specialized training desirable)
<b>Senior Support Staff</b>	5 -14+	Duties might include some of the following functions: Inputs data into charts,	High School

		<p>tables, documents, reports and spreadsheets using existing programs such as WordPerfect and Excel and checks and proofreads own work for accuracy. Sorts, routes and delivers documents and materials, maintains own and department files, answers phones and directs calls, reconciles billing statements and operates office machines. Generates and/or copies simple to complex layouts. Prepares simple documents and consolidates details from a number of sources. Participates in client meetings and assists consultants. Accomplishes field work as necessary to support consulting efforts</p> <p>More senior staff may provide specialized and / or technical support regarding computer software, programs, human resource issues, marketing specialties and the like. Personnel are generally more experienced, have demonstrated specialized skills and perform independently. They may use and understand relevant references and source materials and work with at least one relational database program related to applications.</p>	
<b>Junior Support Staff</b>	0 - 5	<p><u>Duties might include some of the following functions:</u>  Inputs data into charts, tables, documents, reports and spreadsheets using existing programs such as WordPerfect and Excel and checks and proofreads own work for accuracy. Sorts, routes and delivers documents and materials, maintains own and department files, answers phones and directs calls, reconciles billing statements and operates office machines. Generates and/or copies simple to complex layouts. Prepares simple documents and consolidates details from a number of sources. Participates in client meetings and assists consultants. Accomplishes field work as necessary to support consulting efforts.</p>	High School

## TERMS & CONDITIONS

### GENERAL SERVICES ADMINISTRATION

#### Federal Supply Service Authorized Federal Supply Schedule Price List

Schedule for - MISSION ORIENTED BUSINESS INTEGRATED SERVICES (MOBIS)

Federal Supply Group: 87 Class: 874

Contract Number: GS-10F-0009M

For more information on ordering from Federal Supply Schedules go to:  
<http://www.gsa.gov/portal/content/10445>

Contract Period: 1 October 2001 through 30 September 2016

Pricelist Effective 1 October 2013

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Contract Administration: David A Lamoureux / Susan Molnar

### CUSTOMER INFORMATION

- 1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers: 874-1, 874-1 RC, 874-6, 874-6, RC 874-7, 874-7 RC.
- 1b. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price.
- 1c. If the Contractor is proposing hourly rates a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate 'Not Applicable' for this item.
2. Maximum order: \$1,000,000.
3. Minimum order: \$100.
4. Geographic coverage (delivery area): FOB Worldwide
5. Point(s) of production: Same as company
6. Discount from list prices or statement of net price: Government Net Prices (discounts already deducted): See prices attached
7. Quantity discounts: None
8. Prompt payment terms: Net 30 days
- 9a. Notification that Government purchase cards are accepted up to the micro-purchase threshold: Yes
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: Contact Contractor
10. Foreign items (list items by country of origin): N/A
- 11a. Time of delivery: Specified on the Task Order
- 11b. Expedited Delivery: Contact Contractor

- 11c. Overnight and 2-day delivery: Contact Contractor
- 11d. Urgent Requirements: Contact Contractor
- 12. F.O.B. point(s): Destination
- 13a. Ordering address(es): Same as contractor
- 13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3 ([https://www.acquisition.gov/far/html/Subpart%208\\_4.html](https://www.acquisition.gov/far/html/Subpart%208_4.html))
- 14. Payment address(es): ARCADIS US, Inc. 62638 Collections Center Drive, Chicago, IL 60693-0626
- 15. Warranty provision: Contractor's Standard Commercial Warranty
- 16. Export packing charges, (if applicable): N/A
- 17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): Contact Contractor
- 18. Terms and conditions of rental, maintenance, and repair (if applicable): N/A
- 19. Terms and conditions of installation (if applicable): N/A
- 20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A
- 20a. Terms and conditions for any other services (if applicable): N/A
- 21. List of service and distribution points (if applicable): N/A
- 22. List of participating dealers (if applicable): N/A
- 23. Preventive maintenance (if applicable): N/A
- 24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): *Malcolm Pirnie has been responsible for the development and implementation of recycling plans and programs; energy management ranging from energy audits to the design of energy-efficient and sustainable buildings and processes; and/or development, implementation, and monitoring of air, water, and wastewater pollution prevention and investigation and environmental contamination, the remediation of sites containing hazardous, toxic, and radioactive waste (HTRW).*
- 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: <http://www.Section508.gov/> .
- 25. Data Universal Number System (DUNS) number: 05-634-6539
- 26. Notification regarding registration in System for Award Management (SAM) formerly Central Contractor Registration (CCR) database: Registered

## ***Solutions for Life!***

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