

Federal Supply Service Authorized Federal Supply Schedule Price List

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Schedule for : Mission Oriented Business Integrated Services (MOBIS)



U.S. General Services Administration

Contract Number: GS-10F-0214J

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

Contract Period: September 1, 2014 through August 31, 2019

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Business Size: Small Business



Table of Contents

| | |
|---|-----------|
| OVERVIEW | 1 |
| CUSTOMER INFORMATION | 2 |
| SIN 874-1, SIN 874-1RC: INTEGRATED CONSULTING SERVICES | 4 |
| GRA KEY PERSONNEL | 5 |
| Officers..... | 5 |
| Professional Staff | 6 |
| LABOR CATEGORY DESCRIPTIONS | 9 |
| Subject Matter Experts..... | 9 |
| Program Managers..... | 9 |
| Task Team Leaders..... | 10 |
| Project Managers | 10 |
| Economists | 10 |
| Operations Research Analyst..... | 11 |
| Aviation Industry Analysts..... | 11 |
| Computer Programmer..... | 11 |
| Consulting Engineers | 12 |
| Financial Analysts | 12 |
| Project Administrator | 12 |
| Research Analysts..... | 13 |
| Secretary/Clerical | 13 |
| Equivalent Experience Requirements for GRA Labor Categories | 13 |
| LABOR RATES* FOR SINS: 874-1, 874-1RC | 14 |
| SERVICE CONTRACT ACT (SCA) MATRIX | 15 |

Overview

GRA was one of the first firms in the United States to specialize in strategic advice and financial analysis relating to air transportation. Since its founding in 1972, the firm has played a leading role in helping shape important industry developments including deregulation, privatization and international consolidation within the airline industry. It also has helped airports and air navigation service providers adapt to these changes. The firm has also played a prominent role in modernizing the regulatory framework for the air transportation industry, and is now the chief economic counsel to the U.S. Federal Aviation Administration. GRA maintains offices in suburban Philadelphia and New York City.

GRA provides the comprehensive services that are required for the evaluation of the economic and financial prospects of airlines, airports, suppliers, aerospace manufacturers and air traffic control facilities. In undertaking its assignments, the firm combines the seasoned skills of its senior management with keen and creative analytical capabilities. It is this combination of experience and unusually strong analytic acumen which is most valued by our clients.

Customer Information

- 1a. **Awarded Special Item Numbers:**
SIN 874-1, 874-1RC - Integrated Consulting Services (Page 4)
- 1b. **Labor Rates** (Page 14)
- 1c. **Labor Category Descriptions** (Pages 9 - 13)
2. **Maximum Order:** \$1,000,000
3. **Minimum Order:** \$100
4. **Geographic Coverage (Delivery Area):** Worldwide
5. **Point(s) of Production:** Jenkintown, PA; New York, NY; Washington, DC
6. **Discount from List Prices:** All prices listed are net prices.
7. **Quantity Discounts:** None
8. **Prompt Payment Terms:** No special discount is offered for prompt payment. Payment terms are net 30 days.
- 9a. **Notification that Government purchase cards are accepted up to the micro-purchase threshold:** Contact Contractor
- 9b. **Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:** Contact Contractor
10. **Foreign Items:** Not Applicable
- 11a. **Time of Delivery:** Specified on the Task Order
- 11b. **Expedited Delivery:** Items available for expedited delivery are noted in this price list.
- 11c. **Overnight and 2-day Delivery:** Contact Contractor
- 11d. **Urgent Requirements:** Contact Contractor
12. **F.O.B Points(s):** Destination
- 13a. **Ordering Address:** 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.
14. **Payment Address:** Same as Contractor
15. **Warranty Provision:** Standard Commercial Warranty
16. **Export Packing Charges:** Not Applicable

17. **Terms and Conditions of Government Purchase Card Acceptance:** Contact Contractor
18. **Terms and Conditions of Rental, Maintenance, and Repair:** Not Applicable
19. **Terms and Conditions of Installation:** Not Applicable
20. **Terms and Conditions of Repair Parts Indicating Date of Parts Price Lists and Any Discounts from List Prices:** Not Applicable
- 20a. **Terms and Conditions for Any Other Services:** Not Applicable
21. **List of Service and Distribution Points:** Not Applicable
22. **List of Participating Dealers:** Not Applicable
23. **Preventive Maintenance:** Not Applicable
- 24a. **Special Attributes such as Environmental Attributes:** Not Applicable
- 24b. **Section 508:** If applicable, Section 508 compliance information on Electronic and Information Technology (EIT) supplies and services will be addressed on a task order basis. The EIT standards can be found at www.Section508.gov/.
25. **Data Universal Numbering System (DUNS) number:** 07-161-0513
26. **Central Contractor Registration (CCR) Database:** Contractor is registered in System for Award Management (SAM) database.

SIN 874-1, SIN 874-1RC: Integrated Consulting Services

Process and Productivity Improvement. Since 1972, GRA has provided highly regarded economic analysis to organizations in the public and private sectors of the transportation industry. This analysis directly addresses issues related to the efficiency and effectiveness of existing and anticipated work programs and processes. Such analysis can be of special value for organizations in the public sector, since these organizations normally have responsibilities and objectives that are not necessarily related to the "bottom line" economic objectives of private sector organizations.

Performance Measures and Indicators. Due to the strategic importance of many federal agency activities, it is important to identify both the effects and the effectiveness of these activities as completely as possible. GRA has extensive experience in working through the process whereby federal agency activities have impacts on the economy and the broader society, and is able to present decision makers with reliable options and/or recommendations for possible courses of action.

Program Audits, and Evaluations. Federal agencies often face choices among potential projects, and choices about the timing of expenditures and related aspects of projects after they are implemented. GRA can provide consulting services in these areas that are regarded, on a national level, as being of the highest quality and reliability. Benefit-cost analysis (BCA) allows comparison of the social benefits of particular projects with the total costs, direct and indirect, that are associated with completing and implementing the project. It is also possible to include measures of uncertainty within a benefit-cost analysis. This perspective will improve the ability of agency decision makers to evaluate and compare the value of alternative projects – an important capability in times of increasing pressures on agency budgets. A related area of GRA expertise concerns ROI analysis, which expresses the value to society of alternative investment projects in terms familiar to decision makers in both the public and private sectors.

Strategic, Business and Action Planning. GRA advises public sector enterprises in strategic and business issues. The firm combines practitioners (who are personally familiar with operations) with economic and operations research capabilities to build enterprise models. These models incorporate detailed information on alternative operations regimes and their economic and financial consequences. Such models are particularly useful in reorganizing public enterprises as well as for anticipating the consequences of alternative funding mechanisms.

GRA Key Personnel

Officers

GRA's three principals each have more than 25 years of industry and consulting experience and degrees in economics or business and they take an active role in every project by serving either as project manager or client surrogate. They ensure that each project is completed with attention to detail and quality. GRA's customers receive prompt attention to every concern and utilize GRA's services again and again.



Frank Berardino is an economist and the President of GRA with 33 years of professional experience. He has expertise in strategic and market planning for airlines, airports, air traffic control systems and railroads. Many of Mr. Berardino's assignments relate to financial transactions or reorganizations; he has worked in every major region of the world including the Americas, Asia and Europe. He worked with the Air Transportation Stabilization Board (ATSB) to evaluate airline loan applications after September 11th and he has worked with the Transportation Security Administration (TSA) in the development of models to fulfill TSA baggage, passenger, gate and selectee screening functions. He has also been an advisor to FAA on major regulatory and investment initiatives, including the recent effort to implement auctions at New York's airports, the extension of pilot eligibility to 65 years of age, and improving decision making for FAA's AIP grant program.



Mr. Berardino is a member of the American Economic Association, the Transportation Research Forum, and the Transportation Public Utilities Group. He has a B.A. in economics from Kenyon College and an M.A. in economics from the University of Pittsburgh.

Richard Golaszewski, Executive Vice President of GRA, specializes in the application of economic, financial and statistical analysis to the transportation industry for both private and public sector clients. He is currently involved in supporting FAA in economic, policy and safety analyses. He has evaluated the economics of new business ventures and products. He also has written extensively on the economics of aircraft production, airports, aviation operations, aviation safety, aviation regulation and aviation R&D.



Mr. Golaszewski has conducted a number of public policy studies such as examinations of government support of aeronautics research, infrastructure privatization, cost

allocation, the provision of safety information and safety metrics, and trade-offs between liability and regulation as means to promote safety. He is currently supporting FAA and NASA activities related to the Next Generation Air Transportation System.

He received a B.S. in Accounting (*magna cum laude*) from LaSalle College and an M.P.A. in Public Sector Management and Finance from the Wharton School, University of Pennsylvania. He was a military officer and helicopter pilot from 1967 to 1972.

Chris Frankel is GRA's Aviation Partner and Executive Vice-President. He has broad U.S. Domestic and International aviation experience, including senior management positions at both low cost and major network carriers. He specializes in business strategy, alliances, restructuring, privatization, network management, fleet planning, and airport air service development.



Recent private sector assignments include advising start-up carriers in West Africa, Russia and Asia, including management support; advising the World Bank/IFC on the restructuring of a major Caribbean carrier prior to privatization, including implementation of a turn-around plan; supporting carriers worldwide on the valuation of global strategic alliance options; conducting field station audits and HDQ revenue management initiatives for a major South African airline; developing a ten-year commercial plan for a major Russian airline, and low cost start-up feasibility studies for Pacific and Middle Eastern clients.

He advised the ATSB on the post 9/11 U.S. Loan Guaranty Program, reviewing all carrier loan applications' business plans. He has advised the 2nd largest U.S. airport system and many U.S. airports on air service development policies and implementation.

Mr. Frankel received a B.A., cum laude, from Middlebury College, and an Honors Baccalaureate in Economics from the Lycee Janson De Sailly, Paris, France. He is fluent in French and proficient in German.

Professional Staff

David Weingart is an Executive Vice President of GRA, Incorporated, and has sixteen years of government and industry experience in strategic, economic, and financial analysis roles. He joined GRA's senior management team in July 2014 and established GRA's new office in the Washington, DC area. Mr. Weingart is a former Federal Aviation Administration senior executive with expertise in aviation policy, strategic planning and FAA funding structures. As the Chief of Staff to two FAA Administrators between 2009 and 2013, Mr. Weingart played a key advisory role in major agency-wide policy decisions, overall management of the agency, and the agency's organizational

structure, in addition to managing all aspects of the operation of the Administrator's immediate office. During six years at Northwest Airlines, Mr. Weingart was responsible for capital investments in customer service and ground equipment at over 100 airports across North America.

William Spitz, Ph.D. is a senior economist at GRA with a wide variety of experience in the development and implementation of sophisticated statistical models applied to practical microeconomic problems. He has developed simulation models to assess the impact of time-of-day congestion fees on air carrier behavior at specific airports, and performed economic analyses of large-scale transportation networks. Dr. Spitz is the lead developer of GRA's proprietary network planning software that has been used extensively to analyze air carrier mergers, code-sharing agreements, congestion pricing, and quality-of-service (QSI) analyses. Dr. Spitz has also developed applied specialized software on behalf of private and public sector clients dealing with fleet planning, aircraft scheduling and route profitability.

Xuegao An, Ph.D. is a senior programmer and operations analyst at GRA, where he leads client software development and customized server applications. He has over ten years of experience in software design, and the implementation of computer and telecommunications networks. He has developed a number of SQL Server applications and maintains servers on site at FAA and remotely, to provide back-end data processing capability. He has extensive RDBMS experience with MS SQL and ORACLE to handle large databases, and is very familiar with various FAA data like FSEP, CAS, LIS, LDR, REMS, TIMS/FTI, JAI, Runway Incursion and NAS Delay, etc.

David Ballard is a senior economist at GRA, and has participated in GRA assignments addressing a variety of aviation, regulatory, and modeling issues. His contributions often involve applied microeconomics within these work areas, including the application of strategic or game theoretic methods to problems in competition, regulation, and regulatory compliance. He has also conducted cost benefit and risk analysis studies and analyses for FAA, TSA and the Joint Planning and Development Office (JPDO).

Joseph Phillips is a computer systems analyst with 30 years of experience at GRA. He specializes in the retrieval, organization and processing of information for economic analysis purposes. He has conducted economic analyses for both public and private sector clients and has been involved in numerous analytical studies of the transportation industry including the aviation sector as well as rail and truck freight.

Gregson Helledy is a financial analyst with over a decade of experience with the economic and financial aspects of the U.S. air traffic control system. He has contributed to projects that estimated the unit costs of terminal and en route services, in work conducted to support FAA reauthorization and other initiatives. He has assisted FAA

in developing improved tools for benefit-cost analysis, which have been used in benefit-cost analyses for major ATO and airport investment programs. He has built models to evaluate and compare future streams of revenues and expenses and to compare costs of capital in industry. He has particular expertise in integrating FAA cost accounting and other financial data with user activity and cost data to support investment and regulatory decisions. His familiarity with relevant data sources includes: ASPM, ETMS, PDARS, OAG, BTS and CAS.

Ana Rodriguez is an economist who specializes in transportation policy and planning analysis. She regularly works on optimizing maintenance cost allocations across different FAA equipment and airways facilities service. She also manages the financial accounting aspects and quality control for the Air Traffic Services Business Model. Before joining GRA she was senior analyst in the schedule planning department at Continental Airlines where she applied economic analysis to route planning and forecasted the profitability of routes proposed as part of Continental's strategic shift of operations from its hubs to other airports in the United States.

Labor Category Descriptions

Subject Matter Experts

Subject Matter Experts (SMEs) are individuals with senior level experience and specific expertise and knowledge developed in industry and/or government that is critical to the completion of a GRA project. These are demonstrated by publications, testimony or through a corporate officer position in a publicly traded company. SMEs generally are not GRA employees, but rather individuals who are brought on to provide very specialized expertise in specific subject areas. As examples, these could be former corporate officers, senior government officials, or others that provide unique capabilities to a GRA work team. An SME could be an expert in aircraft design, airline operations, aviation insurance, corporate finance, federal tax policy, fleet valuation, etc. Subject Matter Experts can also be individuals with advanced degrees that provide high level technical support such as medical doctors, attorneys, university professors, and similar individuals.

Education and Experience

| Category | Education | Years Experience |
|---------------------------|------------------|-------------------------|
| Subject Matter Expert III | MA/MS/MBA | 20 |
| Subject Matter Expert II | MA/MS/MBA | 15 |
| Subject Matter Expert I | BA/BS | 10 |

Program Managers

In general, program managers bring many years of industry and/or consulting experience and management capabilities to an assignment. They have demonstrated the ability to provide strategic guidance and direction in managing complex projects. They have experience in presenting project results to agency leadership, industry groups and others. Program Managers have advanced degrees (or have held senior level positions in industry or government) and experience in managing complex multi-firm assignments and task order contracts where there are multiple task orders in place at the same time. In addition, program managers are responsible for staff assignments and evaluations, replacing staff when necessary and allocating the firm resources to support a client's needs. The Program Manager labor category applies to the President and Executive Vice Presidents of GRA, Incorporated. This labor category also applies to corporate officers from subcontractors, or corporate officer level staff that provide consulting services to a GRA project team. Program Managers are technical experts in one or more areas and may be called upon to provide expert witness testimony.

Education and Experience

| Category | Education | Years Experience |
|---------------------------|------------------|-------------------------|
| Executive Program Manager | MA/MS/MBA | 15 |
| Sr. Program Manager | MA/MS/MBA | 10 |

Task Team Leaders

Task Team Leaders are individuals with advanced degrees and years of experience, as well as expertise in one or more subject areas. A Task Team Leader is responsible for managing a specific task area in which GRA supports a client. They can be responsible for integration of multiple projects or analyses for a GRA client. They have responsibility for project budgets and schedules and can supervise multiple staff. For example, a Task Team Lead could support multiple regulatory analysis projects for an agency. These individuals operate with considerable autonomy and interact frequently with clients in determining the scope, schedule and necessary resources to complete assignments. They also have primary responsibility for all client deliverables. Task Team Leaders can supervise multiple teams supporting a client and make presentations to clients or on a client's behalf with external audiences.

Education and Experience

| Category | Education | Years Experience |
|------------------|------------------|-------------------------|
| Task Team Leader | MA/MS/MBA | 10 |

Project Managers

Project Managers have the demonstrated ability to provide guidance and direction to technical staff and are responsible for providing services to the customer for an individual piece of client work. They can have specialized technical training and have at least seven years of experience. They are responsible for supervision of the technical staff on the project, management of the budget and schedule, and providing progress reports and related materials required under the contract. Project Managers also oversee the production of client reports and make presentations to clients or on a client's behalf with external audiences. Project Managers have advanced degrees and generally supervise from three to five technical staff.

Education and Experience

| Category | Education | Years Experience |
|---------------------|------------------|-------------------------|
| Sr. Project Manager | MA/MS/MBA | 10 |
| Project Manager | MA/MS/MBA | 7 |

Economists

Sr. Economists are generally responsible for the design and execution of analytic studies including methodology development, data acquisition and analysis, and writing reports. Senior Economists have the expertise to review economic research and to interpret it both orally and in writing. They can also be tasked to develop and apply research using state-of-the-art models and other analytic tools. Sr. Economists also develop and maintain complex models and software systems. Sr. Economists also may develop expert testimony or similar materials.

Economists perform technical analyses in applied economics. These include both quantitative and non-quantitative analyses. These analyses may require preparation of technical report sections and descriptions of the analysis. Economists also will be given independent assignments with a limited scope and will often support a project team or teams. Economists have experience in using statistical analysis software and can construct financial models in MS Excel. Economists are also capable of writing about and explaining specialized economic data.

Education and Experience

| Category | Education | Years Experience |
|---------------------|------------------|-------------------------|
| Senior Economist II | MA/MS/MBA | 7 |
| Senior Economist I | MA/MS/MBA | 5 |
| Economist | BA/BS | 7 |
| Associate Economist | BA/BS | 2 |

Operations Research Analyst

Operations Research Analysts have an advanced degree in engineering, mathematics, operations research or similar technical discipline. They develop models using standard software tools for problem analyses involving optimization, risk analysis, resource analysis, scheduling and other problems. These include statistical, process, optimization and other types of models. They also can develop software to combine the results of multiple models, if required. They can conduct complex analyses of multiple parameters and present results to client. These assignments often require software development, computer programming, model development and related activities.

Education and Experience

| Category | Education | Years Experience |
|-----------------------------|------------------|-------------------------|
| Operations Research Analyst | MA/MS/MBA | 3 |

Aviation Industry Analysts

Aviation Industry Analysts have specialized expertise in the industry covering one or more segments, including commercial aviation, general aviation and for military aviation. They understand the standard databases maintained by FAA, DOT and other entities reporting on aviation activity and other parameters. They understand the types of services provided and the costs incurred in each industry segment. They are familiar with aircraft types, models and performance, and may also specialize in airports, air traffic management, aircraft manufacturing and related sectors. Sr. Aviation Industry Analysts understand the economic and safety regulatory structures that industries operate under and are familiar with industry associations, multinational bodies and other entities.

Education and Experience

| Category | Education | Years Experience |
|-------------------------------|------------------|-------------------------|
| Sr. Aviation Industry Analyst | BA/BS | 7 |
| Aviation Industry Analyst | BA/BS | 5 |

Computer Programmer

Computer Programmers must have experience with at least two higher-order programming languages and be familiar with various commercial software packages. They maintain and modify routine programs; make approved changes by amending program flow charts or developing detailed processing logic and code changes. They test and document modifications and write operating instructions. Under the advisement of a systems analyst, they may write new programs using prescribed specifications.

Education and Experience

| Category | Education | Years Experience |
|---------------------|------------------|-------------------------|
| Computer Programmer | BA/BS | 1 |

Consulting Engineers

Consulting Engineers possess advanced degrees or have substantial experience, and conduct technical analyses and provide capabilities related to constructing, managing, maintaining or other activities related to aircraft and aviation and other transportation infrastructure. Sr. Consulting Engineers also have substantial experience in model development and reporting. They are able to conduct analyses in one or more engineering disciplines and report on findings to clients. They can also perform function and reliability analyses, calculate aircraft performance data, and conduct other analysis appropriate to their discipline and experience.

Education and Experience

| Category | Education | Years Experience |
|-------------------------|------------------|-------------------------|
| Sr. Consulting Engineer | MA/MS/MBA | 7 |
| Consulting Engineer | MA/MS/MBA | 2 |

Financial Analysts

Financial analysts are able to read and interpret financial data; able to prepare financial analyses, including calculation of net present values, proper recording of entries on income statements and balance sheets, investment analyses, and related work. They can have degrees in economics, finance, accounting or business administration. They are able to construct databases, develop spreadsheet analyses and utilize standard financial and other software programs. Sr. Financial Analysts can develop pro forma financial models of a firm, government enterprise, or specific investment performance and returns.

Education and Experience

| Category | Education | Years Experience |
|-----------------------|------------------|-------------------------|
| Sr. Financial Analyst | BA/BS | 3 |
| Financial Analyst | BA/BS | 1 |

Project Administrator

Project Administrators oversee the development and implementation of customer work assignments. They manage the process of bringing subcontractors and other technical experts on board, provide monthly financial data and work with project managers to develop progress and other reports for customers.

Education and Experience

| Category | Education | Years Experience |
|-----------------------|------------------|-------------------------|
| Project Administrator | BA/BS | 5 |

Research Analysts

Research Analysts work under the technical direction of a Task Team Leader, Project Manager or other senior staff. They conduct analyses of data, building and using spreadsheet models, literature reviews and other research under the direction of more senior staff. They also prepare and edit report sections.

Education and Experience

| Category | Education | Years Experience |
|----------------------------|------------------|-------------------------|
| Sr. Research Analyst | BA/BS | 2 |
| Research Analyst 5 | BA/BS | 1 |
| Associate Research Analyst | BA/BS | 0 |

Secretary/Clerical

The Secretarial/Clerical position supports all members of the professional staff. Their skill level on Microsoft Office products (Word, Excel and PowerPoint) is excellent, and they are capable of producing high quality formatted reports and presentations.

Education and Experience

| Category | Education | Years Experience |
|--------------------|-------------------|-------------------------|
| Secretary/Clerical | Associates Degree | 5 |

Equivalent Experience Requirements for GRA Labor Categories

Staff with highly relevant training and experience for a particular assignment may be considered to have additional years of experience for purposes of assignment to a particular labor category.

Experience may also be substituted for education as follows:

- 5 years of relevant experience = Bachelor's Degree
- Bachelor Degree + 5 years of relevant experience = Master's Degree
- 15+ years of relevant experience = Master's Degree
- Master's Degree + 5 years of relevant experience = Doctorate
- 20+ years of relevant experience = Doctorate

Labor Rates* for SINs: 874-1, 874-1RC

| Labor Category | Hourly Rate | | | | | |
|-------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------|
| | Year 15 3/31/14- 3/30/15 | Year 16 3/31/15- 3/30/16 | Year 17 3/31/16- 3/30/17 | Year 18 3/31/17- 3/30/18 | Year 19 3/31/18- 3/30/19 | Year 20 3/31/19- 08/31/19 |
| Subject Matter Expert III | \$371.77 | \$379.21 | \$386.79 | \$394.53 | \$402.42 | \$410.47 |
| Subject Matter Expert II | \$356.46 | \$363.59 | \$370.86 | \$378.28 | \$385.84 | \$393.56 |
| Subject Matter Expert I | \$293.70 | \$299.58 | \$305.57 | \$311.68 | \$317.91 | \$324.27 |
| Executive Program Manager | \$280.32 | \$285.92 | \$291.64 | \$297.47 | \$303.42 | \$309.49 |
| Sr. Program Manager | \$269.28 | \$274.67 | \$280.16 | \$285.76 | \$291.48 | \$297.31 |
| Task Team Leader | \$208.50 | \$212.67 | \$216.92 | \$221.26 | \$225.69 | \$230.20 |
| Sr. Project Manager | \$222.51 | \$226.96 | \$231.50 | \$236.13 | \$240.85 | \$245.67 |
| Project Manager | \$211.91 | \$216.14 | \$220.47 | \$224.88 | \$229.37 | \$233.96 |
| Sr. Economist II | \$205.87 | \$209.99 | \$214.19 | \$218.47 | \$222.84 | \$227.30 |
| Sr. Economist I | \$199.68 | \$203.67 | \$207.75 | \$211.90 | \$216.14 | \$220.46 |
| Economist | \$163.91 | \$167.19 | \$170.53 | \$173.94 | \$177.42 | \$180.97 |
| Associate Economist | \$105.66 | \$107.77 | \$109.93 | \$112.13 | \$114.37 | \$116.66 |
| Operations Research Analyst | \$190.25 | \$194.05 | \$197.93 | \$201.89 | \$205.93 | \$210.05 |
| Sr. Aviation Industry Analyst | \$182.87 | \$186.53 | \$190.26 | \$194.06 | \$197.94 | \$201.90 |
| Aviation Industry Analyst | \$125.63 | \$128.14 | \$130.70 | \$133.31 | \$135.98 | \$138.70 |
| Computer Programmer | \$179.31 | \$182.90 | \$186.55 | \$190.29 | \$194.09 | \$197.97 |
| Sr. Consulting Engineer | \$159.86 | \$163.06 | \$166.32 | \$169.64 | \$173.04 | \$176.50 |
| Consulting Engineer | \$98.59 | \$100.56 | \$102.57 | \$104.62 | \$106.71 | \$108.85 |
| Sr. Financial Analyst | \$138.18 | \$140.94 | \$143.76 | \$146.64 | \$149.57 | \$152.56 |
| Financial Analyst | \$82.38 | \$84.02 | \$85.70 | \$87.42 | \$89.17 | \$90.95 |
| Project Administrator | \$108.23 | \$110.39 | \$112.60 | \$114.85 | \$117.15 | \$119.49 |
| Sr. Research Analyst | \$76.69 | \$78.22 | \$79.79 | \$81.38 | \$83.01 | \$84.67 |
| Research Analyst | \$71.79 | \$73.22 | \$74.69 | \$76.18 | \$77.71 | \$79.26 |
| Associate Research Analyst | \$56.88 | \$58.02 | \$59.18 | \$60.37 | \$61.57 | \$62.80 |
| Secretary/Clerical | \$77.18 | \$78.72 | \$80.30 | \$81.90 | \$83.54 | \$85.21 |

Service Contract Act (SCA) Matrix

| SCA MATRIX | | |
|--------------------------------------|-----------------------------|-----------|
| SCA Eligible Contract Labor Category | SCA Equivalent Code - Title | WD Number |
| Secretary, Clerical | 01613 Word Processor III | 05-2449 |

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the matrix. The prices offered are based on the preponderance of where work is performed and should the contractor perform in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.

<http://www.wdol.gov/sca.aspx>