

**GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICES
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST
MISSION ORIENTED BUSINESS INTEGRATED SERVICES (MOBIS)**

On line access to contract ordering information, terms and conditions, up-to-date pricing, and the opinion 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/>.

CONTRACTOR INFORMATION

Schedule Title: **Mission Oriented Business Integrated Services (MOBIS)**

Federal Supply Group: **874**

Contract Number: **GS-10F-0348U**

Order Information: **For more information on ordering from Federal Supply Schedules click on FSS Schedules at <http://www.fss.gsa.gov/>.**

Contract Period: **August 29, 2008-August 28, 2013**

Business size: **Large Business**

Contractor: **MPR Associates, Inc.**

Address: **2150 Shattuck Avenue, Suite 800
Berkeley, California 94704**

Phone: **510-849-4942**

Fax: **510-849-0794**

Website: <http://www.mprinc.com/>

Contract Administrator: **Terry Ross**

Address: **2150 Shattuck Avenue, Suite 800
Berkeley, California 94704**

Phone: **510-849-4942**

Fax: **510-849-0794**

Email: tross@mprinc.com

CUSTOMER INFORMATION

- 1a. Special Items Numbers (SIN) Awarded: **SIN 874-1 Consulting Services**
- 1b. Pricing: **Please see the Price List below--Attachment A.**
- 1c. Labor Category Descriptions: **Labor categories are described below--Attachment B.**
2. Maximum Order: **\$1,000,000.00**
3. Minimum Order: **\$300.00**
4. Geographic Coverage (Delivery Area): **Domestic**
5. Point(s) of Production: **2150 Shattuck Ave., Ste. 800, Berkeley, CA 94704**
2401 Pennsylvania Ave., NW, Ste. 410, Washington, DC 20037
205 SE Spokane St., Ste. 344, Portland, OR 97202
6. Discount from List Prices or Statement of Net Price: **Prices above are net prices and discounts are inclusive.**
7. Quantity Discounts: **Not Applicable**
8. Prompt Payment Terms: **Net 30 Days**
- 9a. Government Purchase Cards are Accepted at or Below the Micro-Purchase Threshold: **Yes**
- 9b. Government Purchase Cards are Accepted or Not Accepted Above the Micro-Purchase **Threshold: Accepted at above \$2,500.00**
10. Foreign Items: **Not Applicable**
- 11a. Time of Delivery: **To be determined or negotiated at the task order level.**
- 11b. Expedited Delivery: **Contact the contractor for expedited delivery.**
- 11c. Overnight and 2-day Delivery: **Contact the contractor for overnight and 2-day delivery.**
- 11d. Urgent Requirements: **Contact the contractor for faster delivery or rush requirements.**
12. F.O.B. Point(s): **Destination**
- 13a. Ordering Address(es): **MPR Associates, Inc.**
Attention: Shierra Merto
2150 Shattuck Avenue, Suite 800
Berkeley, California 94704
Telephone: 510-849-4942
Fax: 510-849-0794
Email: smerto@mprinc.com

- 13b. Ordering Procedures: **For supplies and services, the ordering procedures information on Blanket Purchase Agreements (BPAs), and a sample BPA can be found at the GSA/FSS Schedule homepage <http://www.fss.gsa.gov/schedules>.**
14. Payment Address(es): **MPR Associates, Inc.
Attention: Accounting
2150 Shattuck Avenue, Suite 800
Berkeley, California 94704**
15. Warranty Provisions: **Not Applicable**
16. Export Packing Charges: **Not Applicable**
17. Terms and Conditions of Government Purchase Card Acceptance (Any Thresholds Above the Minimum Purchase Level): **Contact the 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: **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. Preventative Maintenance: **Not Applicable**
- 24a. Special Attributes such as Environmental Attributes: **MPR Associates, Inc. has provided services to the Federal Government for over twenty-five (25) years.**
- 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.): **Not Applicable. The EIT standards can be found at <http://www.section508.gov/>**
25. Data Universal Number System (DUNS) Number: **14-802-1272**
26. Notification Regarding Registration in Central Contractor Registration (CCR) Database: **Registered**

ABOUT MPR ASSOCIATES, INC.

MPR Associates, Inc. was founded in 1980. With a staff of about 75 who work in our offices in Berkeley, California, Portland, Oregon, and Washington, D.C., we conduct strategic planning, assessment and evaluation services for public agencies and private businesses. Our clients include the U.S. Department of Education, other federal departments, state and local governments, higher education institutions, charitable foundations, and private sector organizations. Our work is used by clients to improve the quality of the services they deliver, evaluate their performance, and to better understand how they can improve their efficiency and effectiveness as service providers. MPR has specific qualifications in MOBIS-SIN 874-1:

Consulting Services—Strategic business and action planning, leadership systems, performance measures and indicators, organizational assessment, program audits and evaluations.

MPR provides services using many quantitative and qualitative methodologies and formats for assisting our clients. Our work covers many kinds of content. For the most part, our clients are seeking specific advice with regard to strategic planning, leadership and program improvement, performance measurement, process improvement, organizational assessment, evaluation, and the presentation of data and information. Our projects are undertaken with the specific objective of improving business management and organizational processes and service delivery outcomes.

We have provided services to hundreds of clients, who in turn have produced many thousands of products, plans, assessments and productivity improvements.

We have been responsible for creating concrete, strategic planning tools for practitioners by developing products and services designed to further improvement objectives. MPR staff also provide our clients with customized planning and technical assistance; assistance in designing and implementing improvement plans; and assistance in using data to assess, audit and evaluate programs for the purpose of strategic planning and data documentation.

Beyond our direct planning, assessment, performance measurement, productivity improvement, program auditing and evaluation services, MPR has extensive experience in supporting efforts by our clients to produce well-designed, audience-specific materials for their customers. This includes brochures, short, user-friendly summaries, graphic displays, and reports that clients may incorporate to meet their own strategic needs. Our Publication and Dissemination group is able to provide the full range of production support to public and private clients including writing, graphic design, editing, layout, and production management.

MPR has a well-established track record across the range of MOBIS Sin 874-1. With a focus on assisting with organizational and business improvement efforts, our government clients of note include the U.S. Department of Education, the U.S. Department of Homeland Security, and the U.S. Department of Labor. This parallels a large number of non-profit foundations and private corporate clients. Our work for these institutions and organizations includes substantial contributions in the areas of strategic planning (for non-profit and corporate clients, and for the U.S. Department of Homeland Security); performance measurement (for the U.S. Department of Education, the U.S. Department of Labor, and for many state

governments); process and productivity improvement (for foundations and corporate clients); organizational assessments, program audits, and evaluations (for the U.S. Department of Education, the U.S. Department of Homeland Security, state governments, and private corporate clients

We have very extensive experience in all aspects of performance measurement and indicator development. Since the early 1980s, MPR has helped fashion a system of performance measures and standards for federal policy in vocational education, and for states charged with implementing the accountability provisions of federal law. Products include *Improving Perkins II Performance Measures and Standards*, *Improving Accountability and Evaluation in Employment Training Panel Demonstration Projects*, *State Systems for Accountability in Vocational Education*, as well as strategies for practitioners described in planning documents such as “Make a Tool of the Rules” and “Answering to Perkins” in *Techniques* magazine.

We have, on many occasions, provided support to clients in conjunction with their strategic planning and organizational assessments. Among these efforts was a large strategic planning project for the U.S. Department of Education *Reinventing High Schools: Taking Action* and *Educating Career and Technical Education Teachers: Building a New Model* in June 2000. We have also helped clients bring all stakeholders in their system together by organizing and conducting national satellite teleconferences as part of their planning processes.

Our clients have asked us for planning assistance with their design of Web sites and Web-based applications for the purpose of conducting program implementation efforts and internal organizational assessments and evaluations. For example, we support the Data Analysis System (DAS), a Web-based software tool that allows access to U.S. Department of Education national survey data, and generate data specified by the client in accord with customer needs. This was directly related to a strategic planning objective of the U.S. Department of Education. We have also helped clients develop electronic approaches for the purpose of efficiently defining new business directions. These tools include web-based mechanisms for gathering performance measurement information and conducting organizational assessments.

SERVICES: SIN 874-1 CONSULTING SERVICES

MPR Associates, Inc. has substantial experience in conducting strategic planning, assessment and evaluation services for public agencies and private businesses. Our clients include the U.S. Department of Education, other federal departments, state and local governments, higher education institutions, charitable foundations, and private sector organizations. Our work is used by clients to improve the quality of the services they deliver, evaluate their performance, and to better understand how they can improve their efficiency and effectiveness as service providers. MPR’s specific qualifications in MOBIS-SIN 874-1 include:

- Strategic, Business and Action Planning
- Leadership Systems
- Performance Measures and Indicators
- Organizational Assessment
- Program Audits and Evaluations.

SAMPLES OF COMPLETED PROJECTS/PRODUCTS

MPR has a well-established track record across the range of MOBIS Sin 874-1 Consulting Services. With a focus on assisting with organizational and business improvement efforts, our government clients of note include the U.S. Department of Education, the U.S. Department of Homeland Security, and the U.S. Department of Labor. This parallels a large number of non-profit foundations and private corporate clients. Our work for these institutions and organizations includes substantial contributions in the areas of strategic planning (for non-profit and corporate clients, and for the U.S. Department of Homeland Security); performance measurement (for the U.S. Department of Education, the U.S. Department of Labor, and for many state governments); process and productivity improvement (for foundations and corporate clients); organizational assessments, program audits, and evaluations (for the U.S. Department of Education, the U.S. Department of Homeland Security, state governments, and private corporate clients)

For the U.S. Department of Education, Office of Vocational and Adult Education

Since 2002, MPR has worked with the Office of Vocational and Adult Education (OVAE) to support efforts by private businesses to establish effective partnerships that support adult basic education and workforce development in local communities. MPR has worked with businesses in 12 communities across the country analyzing ways in which their partnerships have helped to improve adult education. Profiles on each of these initiatives were developed and a website, www.c-pal.net, was developed and is maintained by MPR to assist other businesses and communities interested in adult education programming. One of the priorities identified by the partnerships was finding more ways to actively engage local businesses and other employers in supporting adult education and workforce development in their communities.

Project activities include:

- Establishing and maintaining a panel of businesses who have a history of supporting adult education and literacy, to help identify obstacles to business involvement, successful strategies for engaging businesses, and methods for sustaining business involvement, and to guide the development of the Community Partnerships Guide for Businesses.
- Conducting site visit to business-driven partnerships, summarizing their activities on the C-PAL website, and providing assistance to other businesses that have similar interest.
- Developing and disseminating a Community Partnerships Guide for Businesses, which includes information on: partnering with local adult education providers and other community organizations; developing workplace literacy programs tailored to specific work sites; establishing a corporate giving program to support local literacy and other workforce development programs; and creating an employee volunteer tutor program.

As a result of this project, the participating businesses, with the help of MPR, have developed comprehensive strategic plans to augment their adult literacy programs, and their related assessment strategies.

For the Hispanic Scholarship Fund

Hispanic Scholarship Fund (HSF) is a nonprofit organization dedicated to increasing the number of Hispanic Americans who enroll in college and complete a postsecondary degree. **The HSF requested consulting services from MPR Associates for the purpose of helping with an organizational assessment and a strategic plan for its field-based Central Valley Outreach Project, including recommendations for the design of future programs.** The objective of the work was to enable the HSF to examine its program process and performance and identify strategic opportunities that could be used in future implementation efforts. MPR Associates worked with HSF to design a consulting strategy integrating the MPR's expertise in assessment, evaluation and strategic planning.

To meet the client's objectives, MPR conducted a program audit and evaluation of the Central Valley Project, including an analysis of HSF implementation efforts. MPR consulted HSF staff and customers to identify the type of outreach services delivered and the perception of the quality and effectiveness of services they were offered; and whether participation in the program changed customer attitudes about college enrollment (the program objective).

MPR used this information to provide advice intended to help HSF plan for future implementation of field-based programs. MPR made strategic recommendations regarding ways HSF could direct resources in ways that would improve service to customers and enhance the Funds ability to achieve its overall mission and objectives.

As a result of this work, the Fund has redesigned its Central Valley commitments, and developed new mechanisms for engaging their target population in student support programs.

For Primerica Financial Services

Primerica Financial Services, a subsidiary of Citicorp, asked MPR Associates to provide consulting services in the areas of strategic and business planning, and process and productivity improvement. The Company's objectives were to find ways to increase the number of agents serving clients, and develop an overall strategy for enhancing recruitment so that the company could meet its corporate financial goals.

To secure the business improvement objective, **MPR Associates was asked by Primerica to develop a strategic plan and action process that would increase the company's ability to reach customers through their agent network.** The planning and improvement processes involved in this consulting project included the following types of activities:

- Examining company trends in recruiting success ratios, characteristics of new recruits, and recruits' progression through the training process;
- Analyzing the way the company collects information on its agents to pinpoint shortcomings in the existing MIS system that were essential to achieving stability and growth in the agent network;
- Reviewing company recruitment materials and conducting a program audit and evaluation of strategies used to recruit the existing agent network;
- Producing recommendations intended to improve productivity and enable management to invigorate their agent network.

MPR used analysis and consultative methods to provide the company with a series of strategies to improve their program outcomes. Among the questions answered with these methodologies were these:

- What kinds of strategies enhance recruits' motivation and improve success?
- How can instructor recruitment effectiveness be improved?
- How can improvement in the area of agent staffing assist Primerica in achieving its corporate goals?
- What kinds of performance measures could be used to track success in this area over time?
- What processes could be changed to improve recruiting, retention and agent productivity?

As a result of this effort, Primerica has substantially retooled its information system, recruiting plan and strategic approach, resulting in significant improvements in productivity and agent effectiveness.

ATTACHMENT A: AWARDED CONTRACT PRICE LIST

PRICE LIST FOR SIN 874-1 CONSULTING SERVICES CONTRACT PERIOD: BASE PERIOD: YEARS 1-5

LABOR CATEGORY	BASE PERIOD				
	BASE YEAR/ YEAR 1 08/29/08- 08/28/09	YEAR 2 08/29/09- 08/28/10	YEAR 3 08/29/10- 08/28/11	YEAR 4 08/29/11- 08/28/12	YEAR 5 08/29/12- 08/28/13
Principal Investigator I	\$ 310.96	\$ 323.40	\$ 336.34	\$ 349.79	\$ 363.78
Principal Investigator II	\$ 257.31	\$ 267.60	\$ 278.31	\$ 289.44	\$ 301.02
Senior Research Associate II	\$ 110.59	\$ 115.01	\$ 119.61	\$ 124.40	\$ 129.37
Senior Research Associate III	\$ 104.33	\$ 108.50	\$ 112.84	\$ 117.35	\$ 122.05
Research Associate I	\$ 77.68	\$ 80.79	\$ 84.02	\$ 87.38	\$ 90.88
Research Associate II	\$ 74.32	\$ 77.29	\$ 80.38	\$ 83.59	\$ 86.94
Research Assistant I	\$ 57.86	\$ 60.18	\$ 62.58	\$ 65.09	\$ 67.69
Research Assistant II	\$ 56.26	\$ 58.51	\$ 60.85	\$ 63.29	\$ 65.82
Senior Programmer I	\$ 159.50	\$ 165.88	\$ 172.51	\$ 179.41	\$ 186.59
Senior Programmer II	\$ 113.59	\$ 118.14	\$ 122.86	\$ 127.78	\$ 132.89
Senior Programmer III	\$ 100.45	\$ 104.47	\$ 108.65	\$ 113.00	\$ 117.52
Programmer I	\$ 73.67	\$ 76.62	\$ 79.68	\$ 82.87	\$ 86.18
Programmer II	\$ 56.80	\$ 59.07	\$ 61.43	\$ 63.89	\$ 66.44
Project Associate I	\$ 99.39	\$ 103.36	\$ 107.50	\$ 111.80	\$ 116.27
Project Associate II	\$ 76.17	\$ 79.21	\$ 82.38	\$ 85.68	\$ 89.11
Project Associate III	\$ 57.86	\$ 60.18	\$ 62.58	\$ 65.09	\$ 67.69
Publishing Manager	\$ 168.90	\$ 175.66	\$ 182.68	\$ 189.99	\$ 197.59
Publishing Associate I	\$ 97.73	\$ 101.64	\$ 105.70	\$ 109.93	\$ 114.33
Publishing Associate II	\$ 73.67	\$ 76.62	\$ 79.68	\$ 82.87	\$ 86.18
Publishing Associate III	\$ 56.26	\$ 58.51	\$ 60.85	\$ 63.29	\$ 65.82
Editor II	\$ 147.40	\$ 153.29	\$ 159.42	\$ 165.80	\$ 172.43
Graphic Designer/Illustrator	\$ 129.23	\$ 134.40	\$ 139.78	\$ 145.37	\$ 151.18

ATTACHMENT B: LABOR CATEGORY DESCRIPTIONS

Labor Category	Labor Category Descriptions	Minimum Education	Minimum Experience
Principal Investigator I	The Principal Investigator I (PI) is responsible for the intellectual leadership of extremely high-level projects. The PI I may be a nationally recognized authority in applicable specialty areas. The PI I advises Project Directors on the direction of research, and perform responsibilities using broad-based experience in multiple areas of expertise. The PI I represents the company at meetings, seminars, and other professional gatherings and conducts presentations, lectures, or discussions.	Doctorate Degree	20 Years
Principal Investigator II	The role of the Principal Investigator II (PI II) is similar in nature to that of the Principal Investigator I. PI II utilizes advanced experience, plus special expertise in solving problems and leads large teams to accomplish tasks. He/she performs responsibilities using broad-based experience in multiple areas of expertise. PI II may represent the company at meetings, seminars, and other professional gatherings, and conduct presentations, lectures, or discussions.	Doctorate Degree	15 Years
Senior Research Associate II	The Senior Research Associate II (SRA II) works on research reports to the Project Directors (PDs). He/she, in coordination with the PDs, identifies important research questions, designs and conducts research projects, creates analysis plans, and interprets and presents results. SRA II performs research and analysis using descriptive statistics, regression analysis, significance tests, etc. The SRA II may help define data elements, monitor data quality, document variables, and write descriptive reports. He/she performs research and analysis through literature reviews, structured interviews in the field, etc. SRA II routinely organizes ideas and findings, writes, communicates, and presents research through articles, reports, or other materials.	Master's Degree	10 Years
Senior Research Associate III	The Senior Research Associate III (SRA III) works on research and regularly reports to the Project Directors (PDs). SRA III coordinates with the PDs, identifies important research questions, designs and conducts research projects, creates analysis plans, and interprets and presents results. SRA III performs research and analysis using appropriate methodologies. The SRA III independently performs research and analysis through literature reviews, structured interviews in the field, etc. SRA III may direct programmers or analysts and organizes ideas and findings, writes, communicates, and presents research through articles and reports.	Master's Degree	7 Years
Research Associate I	Research Associate I (RA I) works with and supports Senior Research Associates in the design, performance, analysis, and presentation of research projects. The work of the RA I includes synthesizing and analyzing literature for literature reviews, survey research such as designing and preparing surveys, data collection from the field and data analyses, conducting interviews, preparing case studies, and writing results for reports and presentations.	Master's Degree	5 Years
Research Associate II	Research Associate II (RA II) works under the supervision of Senior Research Associates or Research Associate I. Tasks include conducting research through surveys, interviews, case studies, the Internet, or literature reviews; collecting data from the field, analyzing data, and writing and editing draft and final results in presentation form. Typical tasks might include entering data, generating reports and statistical data tables for analysts, and organizing and maintaining data sets.	Bachelor's Degree	5 Years
Research Assistant I	Research Assistant I works on all types of project tasks under the supervision of Senior Research Associates or Research Associates. Tasks include conducting research through surveys, interviews, case studies, the Internet, or literature reviews; independently collecting data from the field, analyzing data, preparing tables and figures, and independently writing and editing draft and final results in bullet, report, or presentation form. Research Assistant I may design variables with Programmers.	Bachelor's Degree	3 Years
Research Assistant II	The Research Assistant II, under the supervision of Senior Research Associates or Research Associates, works on less complex project tasks than Research Assistant I. Tasks include conducting research through surveys, interviews, case studies, the Internet, or literature reviews; collecting data from the field, analyzing data, preparing tables and figures, and writing and editing draft and final results. Research Assistant II may work directly with Programmers to analyze variables.	Bachelor's Degree	2 Years

Labor Category	Labor Category Descriptions	Minimum Education	Minimum Experience
Senior Programmer I	The Senior Programmer I is knowledgeable of several programming languages, has experience using SAS and SPSS (statistical packages), working with mainframe and microcomputers, and using large and complex databases. He/she is able to design and construct variables and analyze data for numerous projects and datasets, and can develop and manage databases. Overall, the Senior Programmer I provides programming support for analyses and supervises the programming staff.	Master's Degree	15 Years
Senior Programmer II	Senior Programmer II is knowledgeable of several programming languages, has experience using SAS and SPSS (statistical packages), working with mainframe and microcomputers, and using large, complex databases. He/she designs and constructs variables and analyzes data for numerous projects and datasets, performs data imputation and manipulation, and is proficient in design and data quality evaluation.	Bachelor's Degree	10 Years
Senior Programmer III	Senior Programmer III is knowledgeable of several programming languages, has experience using SAS and SPSS (statistical packages), working with mainframe and microcomputers, and using large, complex databases.	Bachelor's Degree	7 Years
Programmer I	Programmer I, under the supervision of Senior Programmers, assists programmers and researchers on tasks related to the analysis and programming of large databases used for analysis on various research topics. Specific tasks include generating data using code provided by researchers and programmers, maintaining/ organizing databases, writing code to update databases or websites, writing complex programs/scripts to automate repetitive tasks or the generation of files, checking/testing programs and files for errors/problems, and updating documentation for software/programs as needed.	Bachelor's Degree	3 Years
Programmer II	Programmer II, under the supervision of Senior Programmers and Programmer I, assists on tasks related to the analysis and programming of large databases used for statistical analysis on various research topics. Various specific tasks include generating data using code provided by researchers and programmers, maintaining/organizing databases, writing simple programs/scripts to automate repetitive tasks or the generation of files, and checking/testing programs and files for errors/problems.	Bachelor's Degree	1 Year
Project Associate I	The Project Associate I performs work, as needed, on project/contract management activities. He/she directs the work of the Project Associates: provides them with guidance and direction, helps to ensure adherence and consistent application of contract terms.	Bachelor's Degree	15 Years
Project Associate II	Project Associate II (PA II) supports the Project Directors in management of contracts/projects in a wide variety of ways, including assisting the Project Directors in ensuring adherence to contract terms including client billing, consultant and subcontractor work, and meeting deliverable dates and requirements. The PA II may organize and perform specific aspects of report production including preparing bibliographies, table of contents, indices, etc., proofreading, tracking, and delivering drafts and final reports (electronically or in hard copy format).	Bachelor's Degree	8 Years
Project Associate III	The Project Associate III (PA III) assists the Project Directors in ensuring adherence to contract terms including client billing, consultant and subcontractor work, and meeting deliverable dates and requirements. The PA III creates and maintains project files and databases, and coordinates and prepares materials for meetings and conferences.	Bachelor's Degree	3 Years
Publishing Manager	The Publishing Associate I produces a wide range of materials for presentations and publications including reports, essays, statistics-in-briefs, booklets, and online materials. The Publishing Associate I formats reports, tables, and figures, designs and produces presentation materials. He/she performs light editing and proofreading of reports/copy for grammar, graphic presentation, consistency of format and style, and adherence to editorial guidelines. The Publishing Associate I is experienced in using computer systems and applications to produce publications including QuarkXPress; Adobe InDesign, PageMaker, Photoshop, Illustrator, GoLive, Acrobat, Macromedia Freehand, Flash, Dreamweaver; and Microsoft Word, Excel, and PowerPoint.	Bachelor's Degree	8 Years

Labor Category	Labor Category Descriptions	Minimum Education	Minimum Experience
Publishing Associate I	The Publishing Associate I produces a wide range of materials for presentations and publications including reports, essays, statistics-in-briefs, booklets, and online materials. The Publishing Associate I formats reports, tables, and figures, designs and produces presentation materials. He/she performs light editing and proofreading of reports/copy for grammar, graphic presentation, consistency of format and style, and adherence to editorial guidelines. The Publishing Associate I is experienced in using computer systems and applications to produce publications including QuarkXPress; Adobe InDesign, PageMaker, Photoshop, Illustrator, GoLive, Acrobat, Macromedia Freehand, Flash, Dreamweaver; and Microsoft Word, Excel, and PowerPoint.	Bachelor's Degree	8 Years
Publishing Associate II	The Publishing Associate II supports the Publishing Manager and Publishing Associate I in producing final deliverable materials. He/she formats tables and text, prepares graphics, makes revisions to drafts and final versions of presentations and publications, including reports, essays, statistics-in-briefs, booklets, and online materials. The Publishing Associate II may also proofread, bind, or perform other tasks related to producing reports and final deliverables. The Publishing Associate II has responsibility for select desktop publishing and creative graphic projects for publications, and performs a wide range of tasks such as typesetting, page layout, photo editing, developing information hierarchies, and problem solving.	Bachelor's Degree	5 Years
Publishing Associate III	The Publishing Associate III supports the Publishing Manager and Publishing Associates I and II in producing final deliverable materials. He/she formats tables and text, and makes revisions to drafts and final versions of publications, including reports, essays, statistics-in-briefs, and booklets. The Publishing Associate III may also perform light proofreading, bind reports, or perform other tasks related to producing materials and final deliverables, and uses a variety of word processing and spreadsheet programs in the production of deliverables.	Bachelor's Degree	3 Years
Editor II	The Editor II edits a wide range of publications including reports, essays, booklets, and online materials for readability, writing style, adherence to editorial guidelines, accuracy, grammar, tabular and graphic presentation, and consistency of format. The Editor II directs editorial projects and prepares technical documentation including software user's guides and instructions for navigating websites.	Master's Degree	15 Years
Graphic Designer/ Illustrator	The Graphic Designer/Illustrator directs development of a wide range of graphics for reports, presentations, brochures, questionnaires, newsletters, and technical bulletins. He/she assigns tasks to Publishing Associates with creating report covers, graphs, charts, illustrations, and layouts for numerous publications. The Graphic Designer/Illustrator designs and produces graphics for all final documents and publications.	Bachelor's Degree	15 Years