

**GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICES
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST**

On line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA *Advantage!*, a menu-driven database system. The Internet address for GSA *Advantage!* is: <http://www.gsaadvantage.gov/>.

CONTRACTOR INFORMATION

Schedule Title: **Advertising & Integrated Marketing Solutions**

FCS Group: **541**

Contract Number: **GS-23F-0146S**

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

Contract Period: **April 7, 2006-April 6, 2011**

Business size: **Small 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 Awarded: **SIN 541-3 Web Based Marketing 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: **\$100.00**
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
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: **Not Applicable**
- 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: **No**
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: **Overnight and 2-day delivery are available.**
- 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): **Not Applicable.**
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--Valid until 04/05/2007.**

ABOUT MPR ASSOCIATES, INC.

MPR Associates, Inc. is one of the nation's leading education consulting firms with a strong background in the development and delivery of materials via the web. We are committed to strengthening elementary, secondary, and postsecondary education and expanding opportunities for youth and adults. For 25 years, we have made major contributions in education through our studies of school reform, high school dropouts, vocational-technical education, teachers, instructional practices, accountability and standards, curriculum integration, student financial aid, and access, persistence, and degree attainment in postsecondary education. In the past 10 years, MPR has also been actively engaged in web-based projects for the federal government.

MPR has an extensive capacity for consultation and website design, implementation and maintenance; product and search engine development; web based training, webcasting, and video conferencing via the web; on-line media management, electronic and email marketing services. Our clients have used our services to develop on-line materials; to support the design and development and management of applications for their websites; and for gathering and processing information for reports or administrative monitoring. In addition, MPR has a significant web development capability, which clients use at all phases of their work—to conceptualize, design or augment their web offerings. MPR also maintains state of the art webcasting and video conferencing facilities and services.

The U.S. Department of Homeland Security, and the U.S. Department of Education have made substantial use of MPR services to support elaboration of their website resources. Many products have involved writing and producing of both print and companion website materials for users. We have developed systems to allow us to generate both kinds of products efficiently using the same files. By combining various web technologies we are able to write customized applications and scripts that pull content from desktop publishing files and place them in web pages and accompanying databases. Because we can minimize manual work, we are able to implement website changes quickly and reduce the time necessary to check for content and technical accuracy. This work has also involved developing email and electronic marketing services, as well as online media management.

MPR supports a variety of websites and web-based applications for the U.S. Department of Education, the U.S. Department of Homeland Security and other agencies. For example, for the Department of Education, we developed the Data Analysis System (DAS), a Web-based software tool that allows access to the Department's national survey data and generates tables to user specifications. We have also developed web-based versions of reports that are not simply PDF files of printable reports but rather publications designed exclusively for the web to take full advantage of linking technology, pop-up graphics and tables, and other features that are unique to this medium. These tools have been supported by significant consultation, media management and webcast and video conferencing for training in the uses of these applications.

Similarly, for the Department of Homeland Security and the U.S. Department of Education, MPR has developed searchable data inventories and data analysis systems on-line for public use. The several analysis systems allow the production of material customized to the user's needs. Our data analysis systems are totally interactive and can be used for generating anything from survey tables to precise selections of materials that users can further explore via weblinks.

Other activities include the development, design, management, and maintenance of web-based resource centers for the U.S. Department of Education (with a second resource center now in progress for the U.S. Department of Homeland Security). The U.S. Department of Education website supports the Community Partnerships for Learning program of the Office of Vocational and Adult Education. This site offers research material, toolkits, and how-to guides, discussion forums and links to other sources of information supporting adult education. A variety of marketing services are involved in the customization of this site.

MPR also directly supports on-line training via webcasting and video conferencing, and program management through a reporting system developed for America's Career Resource Network (ACRN), under contract to the U.S. Department of Education. The reporting system allows grants administrators in the states and

territories to enter, review and submit program progress reports on line. The administering agency can then review these reports, summarize results for Congressional reports and otherwise meet their administrative review requirement, all via a web-based application.

MPR also developed, designed and managed two federal websites intended to assist government agencies in their program planning. The first is for the Postsecondary Division of the National Center for Education Statistics. Its purpose is to enable review panels to adjudicate consultant reports online, share analysis plans for the Division's work, and examine reports in progress—all in a secure environment. The second, for the Vocational Education Division of the National Center for Education Statistics, is used to advise NCES on program plans, establish program review procedures, enable meeting logistics to be handled online and otherwise create opportunities for exchange of information among the membership through email marketing, video conferencing and webcasting involving interactive web-based materials.

MPR has a web development and web support staff, and, in addition provides a full complement of researchers and technical experts to support work on each project. As reflected in project performance evaluations to date, in each of these areas, MPR has superior performance reviews.

Taken together, MPR has substantial experience in website design, management, and maintenance; search engine development and refinement; web-based training and interactive program review and design; online media management; and a variety of services related to the electronic marketing of government sponsored programs and materials. In addition, MPR offers a full range of research services that may be necessary to produce excellent web-based products.

MPR Associates has offices in Berkeley, California, and Washington, D.C. Our staff has a wide range of backgrounds in the social sciences, public policy, teaching, and publication and dissemination, and we all share a common commitment to improving education.

SERVICES: SIN 541-3 WEB-BASED MARKETING SERVICES (SET-ASIDE FOR SMALL BUSINESS)

MPR Associates has substantial experience and ability to provide web-based marketing services to clients to help them develop strategies and products that will maximize the use of their Internet capabilities to market their programs and materials. Products and services will be provided in a format that is compatible with your agency's software requirements. Continual website updates and maintenance service are also available. Typical tasks for this SIN may involve consultation, development and implementation for:

- Website design, management, and maintenance services
- Search engine development and refinement
- E-mail marketing
- Interactive marketing
- Online media management
- Web based training and interactive program review and design
- Web casting
- Web video conferencing
- Section 508 compliance: including captioning services
- Activities related to electronic marketing services

SAMPLES OF COMPLETED PROJECTS/PRODUCTS

MPR has an extensive capacity for consultation and website design, implementation and maintenance; product and search engine development; web based training, webcasting, and video conferencing via the web; on-line media management, electronic and email marketing services. Our clients have used our services to develop on-line materials; to support the design and development and management of applications for their websites; and for gathering and processing information for reports or administrative monitoring. In addition, MPR has a significant web development capability, which clients use at all phases of their work—to conceptualize, design or augment their web offerings. Below are examples of two projects completed within the last two years similar in scope to the type of work that may be procured under SIN 541-3 Web-based Marketing Services (*all typical tasks under the SIN are noted in italics*).

For the U.S. Department of Education, National Center for Education Statistics

In *consultation* to the U.S. Department of Education, MPR *developed, designed, implemented and maintained an online search engine--the Data Analysis System (DAS)--for the National Center for Education Statistics, U.S. Department of Education. The DAS provides a public use data base and application collected for various national education surveys to create customized tables, while preserving the confidentiality of respondents. It is a powerful application that can produce complicated tables and output files for use in multivariate analyses.*

Previously the DAS was available in Windows format only. Users had to download the application to create programming instructions, submit their files for processing and download the processed files. In order to get new variables, they had to download a new application. The Online version simplifies the process. Users can create programming instructions files, run the files, and get tables all online. Also, the new variables are immediately accessible; no downloads are required.

The DAS is available through the DAS website (<http://nces.ed.gov/das/>) on NCES. There are instructions and tutorials on the website that teach visitors how to use the application. MPR also provides *technical support and site maintenance services*. As additional reference, MPR has posted DAS programming instruction files used to generate tables published in more than 50 analysis reports. Users can easily create customized versions of tables they see in the reports by editing the programming files and running the modified file.

DAS online enables users to create TPFs and CPFs, run tables, view output and create analysis reports.

To support the system, MPR regularly organizes and conducts *interactive marketing* and *web based training* through *video conferences and webcasts* to assist users. *DAS was marketed through email and electronic marketing services* to increase the user base and the accessibility of the material. Regular consultation with the Department of Education was necessary to design product deliverable specifications and to enhance the products, assure adequate *media management*, and promote *electronic marketing services* for the system. All products are designed *Section 508 compliant*.

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

MPR worked in *consultation* with the Office of Vocational and Adult Education to *design, develop and implement a website* supporting adult basic education and workforce development in local communities. The website is a product of this relationship between MPR and OVAE. *Email and interactive marketing* were fundamental to product development.

<http://www.c-pal.net/>, features over 400 resources that include research, articles, issue analyses, how-to guides and links to journals and websites organized by the following content areas: creating communities, curriculum and instruction, workforce development, professional development, technology, and program management.

The website also replaced a site index with a *search engine*, adding a community partnership self-assessment tool, and annotating the “How-to” resources based upon practitioner comments (which is an interactive function of the website). The search engine enables users to find information along a variety of dimensions.

Video conferencing and web-casting for training and promotion, organized and conducted by MPR, among users and participants was a regular feature of the project. The *website was marketed* through a great variety of web-delivered promotional materials developed for OVAE and placed on the U.S. Department of Education website. Online consultations with users and with OVAE staff supported *media management* and fulfillment of deliverable features was an essential component of the project. All products were designed *Section 508 compliant including captioning services*.

ATTACHMENT A: AWARDED CONTRACT PRICE LIST

PRICE LIST FOR SIN 541-3 WEB BASED MARKETING SERVICES CONTRACT PERIOD: 04/07/06 TO 04/06/11 (YEARS 1-5)

LABOR CATEGORY	YEAR 1 04/07/06- 04/06/07		YEAR 2 04/07/07- 04/06/08		YEAR 3 04/07/08- 04/06/09		YEAR 4 04/07/09- 04/06/10		YEAR 5 04/07/10- 04/06/11	
	Rate	Unit								
Principal Manager	\$ 259.24	Hour	\$ 267.02	Hour	\$ 275.03	Hour	\$ 283.28	Hour	\$ 291.78	Hour
Project Director I	\$ 112.41	Hour	\$ 115.78	Hour	\$ 119.26	Hour	\$ 122.83	Hour	\$ 126.52	Hour
Project Director II	\$ 116.93	Hour	\$ 120.44	Hour	\$ 124.05	Hour	\$ 127.77	Hour	\$ 131.61	Hour
Project Director III	\$ 156.73	Hour	\$ 161.43	Hour	\$ 166.27	Hour	\$ 171.26	Hour	\$ 176.40	Hour
Project Associate I	\$ 43.63	Hour	\$ 44.94	Hour	\$ 46.29	Hour	\$ 47.68	Hour	\$ 49.11	Hour
Project Associate II	\$ 50.02	Hour	\$ 51.52	Hour	\$ 53.07	Hour	\$ 54.66	Hour	\$ 56.30	Hour
Project Associate III	\$ 71.99	Hour	\$ 74.15	Hour	\$ 76.37	Hour	\$ 78.67	Hour	\$ 81.03	Hour
Senior Research Associate I	\$ 91.82	Hour	\$ 94.57	Hour	\$ 97.41	Hour	\$ 100.33	Hour	\$ 103.34	Hour
Senior Research Associate II	\$ 106.59	Hour	\$ 109.79	Hour	\$ 113.08	Hour	\$ 116.47	Hour	\$ 119.97	Hour
Senior Research Associate III	\$ 118.95	Hour	\$ 122.52	Hour	\$ 126.19	Hour	\$ 129.98	Hour	\$ 133.88	Hour
Research Associate I	\$ 63.96	Hour	\$ 65.88	Hour	\$ 67.86	Hour	\$ 69.89	Hour	\$ 71.99	Hour
Research Associate II	\$ 79.61	Hour	\$ 82.00	Hour	\$ 84.46	Hour	\$ 86.99	Hour	\$ 89.60	Hour
Junior Researcher	\$ 57.39	Hour	\$ 59.11	Hour	\$ 60.89	Hour	\$ 62.71	Hour	\$ 64.59	Hour
Research Assistant	\$ 46.90	Hour	\$ 48.31	Hour	\$ 49.76	Hour	\$ 51.25	Hour	\$ 52.79	Hour
Programmer I	\$ 64.55	Hour	\$ 66.49	Hour	\$ 68.48	Hour	\$ 70.54	Hour	\$ 72.65	Hour
Programmer II	\$ 80.00	Hour	\$ 82.40	Hour	\$ 84.87	Hour	\$ 87.42	Hour	\$ 90.04	Hour
Programmer III	\$ 122.98	Hour	\$ 126.67	Hour	\$ 130.47	Hour	\$ 134.38	Hour	\$ 138.42	Hour
Lead Web Developer	\$ 101.69	Hour	\$ 104.74	Hour	\$ 107.88	Hour	\$ 111.12	Hour	\$ 114.45	Hour
Web Developer	\$ 58.22	Hour	\$ 59.97	Hour	\$ 61.77	Hour	\$ 63.62	Hour	\$ 65.53	Hour
Editor	\$ 112.56	Hour	\$ 115.94	Hour	\$ 119.41	Hour	\$ 123.00	Hour	\$ 126.69	Hour
Illusrator/Graphic Designer	\$ 99.62	Hour	\$ 102.61	Hour	\$ 105.69	Hour	\$ 108.86	Hour	\$ 112.12	Hour

ATTACHMENT B: LABOR CATEGORY DESCRIPTIONS

Labor Category	Labor Category Descriptions	Education	Relevant Experience	Experience Substitute for Education
Principal Manager	The Principal Manager (PM) is responsible for the intellectual leadership of a project. The PM may advise the Project Director on direction of the project, financial oversight of the award's funding, as well as compliance with relevant company policies and contract terms and conditions of award.	Doctorate	15 Years or Ph.D.	20 years or BS/BA + 12
Project Director I	The Project Director I (PD1) works on projects and/or development activities but allocates a <i>small</i> portion of time to managerial responsibilities. The PD1 will have overall responsibility for planning and directing the project, financial management of a contract or grant award's funding, and compliance with relevant company policies and contract terms and conditions of award.	Doctorate or Master's Degree	7 Years or Ph.D.	15 years or BS/BA + 10
Project Director II	The Project Director II (PD2) works on projects and/or development activities but allocates a <i>significant</i> portion time to managerial responsibilities. The PD2's role is similar to PD1 in that he/she will have overall responsibility for planning and directing the projects, financial management of a contract or grant award's funding, and compliance with relevant company policies and contract terms and conditions of award. PD2 will oversee all activities for the project and be responsible for preparing high-quality deliverables. The PD2 will work with the PM to develop a detailed schedule and budget for the project and then will be responsible for monitoring them as work progresses.	Doctorate or Master's Degree	10 Years or Ph.D.	15 years or BS/BA + 12
Project Director III	The primary role of the Project Director III (PD3) is directorial. The PD3 works on projects/ development activities but this is <i>secondary</i> to his/her management duties. The PD3 identifies, plans, and establishes long-term goals and strategies for his/her projects and/or development program area. The PD3 will have overall responsibility for planning and directing the project, financial management of the contract or grant award's funding, and compliance with relevant company policies and contract terms and conditions of award. The PD3 will oversee all activities for the project and be responsible for preparing high-quality deliverables. The PD3 will work with the PM to develop a detailed schedule and budget for the project and then will be responsible for monitoring them as work progresses. The PD3 reviews estimated monthly budget for the project and prepares monthly status reports. In consultation with the PM, a PD3 will identify appropriate consultants or subcontractors if needed and oversee their work as well. The PD3 also represents the company working with top-level executives from other organizations and working with the company president and vice-president on company direction, hiring and termination decisions, and salary and performance reviews.	Doctorate	15 Years or Ph.D.	20 years or BS/BA + 12
Project Associate I	Project Associate I (PA1) supports the PD in management of contracts/projects including the preparation and monitoring of project timelines, contracts, budgets and periodic progress reports. The PA1 assists the PD in ensuring adherence to contract terms including client billing, consultant and subcontractor work, and meeting deliverable dates and requirements. The PA1 serves as a surrogate point of contact for PD and regularly communicates with clients, consultants, subcontractors, client contract officers, survey or study participants and vendors. The PA1 creates/maintains project files and databases, and coordinates and prepares materials for meetings and conferences. The PA1 works on less complex projects than PA2.	Bachelor's or Associate's Degree	1 Year	3 Years
Project Associate II	Project Associate II (PA2) supports the PD in management of contracts/projects including, but not limited to, the preparation and monitoring of project timelines, contracts, budgets and periodic progress reports. The PA2 assists the PD in ensuring adherence to contract terms including client billing, consultant and subcontractor work, and meeting deliverable dates and requirements. The PA2 serves as a surrogate point of contact for PD and regularly communicates with clients, consultants, subcontractors, client contract officers, survey or study participants and vendors. The PA2 creates/maintains project files and databases and coordinates and prepares materials for meetings and conferences.	Bachelor's or Associate's Degree	3 Years	5 Years

Labor Category	Labor Category Descriptions	Education	Relevant Experience	Experience Substitute for Education
Project Associate III	<p>The Project Associate III (PA3) works on project/contract management activities but this is secondary to her supervisory responsibilities. She regularly reports to the Project Director (PD) on company-wide status of projects/contracts and oversees the work of PA2 and PA3 in assisting PD in management of projects' contracts, timelines, and budgets. The PA3 works with other Project Associates to ensure adherence and consistent application of contract terms to client billing, consultant and subcontractor work and meeting deliverable dates and requirements. Serves as a surrogate point of contact to the President of the company and regularly communicates with clients, consultants, subcontractors, client contract officers, and vendors. She may supervise the logistics and preparation of materials for meetings and conferences. The PA3 may also supervise certain tasks/responsibilities of project support staff, consultants, and/or other vendors on projects. She also works with the PD and the Controller in preparing business proposals for projects and routinely reviews and approves budgets and contracts for accuracy. The PA3 assigns projects and provides direction and guidance to PA2 & PA3.</p>	Bachelor's Degree	5 Years	7 Years
Senior Research Associate I	<p>The Senior Research Associate I (SRA1) works on research and/or development activities and regularly reports to the PD. The SRA1, in coordination with the PD, identifies important research questions, designs and conducts research projects, create analysis plans, and interprets and presents results. SRA1 performs quantitative research and analysis using descriptive statistics, regression analysis, significance tests, etc. The SRA1 may be responsible for defining survey data elements, monitoring survey data quality, programming and documenting variables and writing descriptive reports. Performs qualitative research and analysis through literature reviews, structured interviews in the field, etc. The SRA1 may design and oversee evaluation plans and may also design and conduct workshops, lead technical assistance visits, or provide direct technical assistance to project sites. SRA1 routinely organizes ideas and findings, writes, communicates, and effectively presents research through articles, reports, web site postings, or other materials. The SRA1 also helps the PD in estimating project labor hours and other direct costs. The SRA1 provides direction and guidance to less-experienced or less-skilled research staff.</p>	Master's Degree	5 Years or Master's Degree	10 Years or BS/BA + 8
Senior Research Associate II	<p>The Senior Research Associate II (SRA2) works on research and/or development activities but allocates a <i>small</i> portion of time to supervisory responsibilities and regularly reports to the PD. The role of the SRA2 is similar with the SRA1, in that he/she, in coordination with the PD, identifies important research questions, designs and conducts research projects, create analysis plans, and interprets and presents results. SRA2 performs quantitative research and analysis using descriptive statistics, regression analysis, significance tests, etc. The SRA2 may be responsible for defining survey data elements, monitoring survey data quality, programming and documenting variables and writing descriptive reports. Performs qualitative research and analysis through literature reviews, structured interviews in the field, etc. The SRA2 may design and oversee evaluation plans and may also design and conduct workshops, lead technical assistance visits, or provide direct technical assistance to project sites. SRA2 routinely organizes ideas and findings, writes, communicates, and effectively presents research through articles, reports, web site postings, or other materials. The SRA2 also helps the PD in estimating project labor hours and other direct costs. The SRA2 may also provide direction and guidance to less-experienced or less-skilled research staff.</p>	Doctorate or Master's Degree	7 Years or Master's Degree	12 Years or BS/BA + 8

Labor Category	Labor Category Descriptions	Education	Relevant Experience	Experience Substitute for Education
Senior Research Associate III	<p>The Senior Research Associate III (SRA3) works on research and/or development activities but allocates a <i>significant</i> portion of time to supervisory responsibilities and regularly reports to the PD. The SRA3, in coordination with the PD, identifies important research questions, designs and conducts research projects, creates analysis plans, and interprets and presents results. SRA3 performs quantitative research and analysis using descriptive statistics, regression analysis, significance tests, etc. The SRA3 may be responsible for defining survey data elements, monitoring survey data quality, programming and documenting variables and writing descriptive reports. Performs qualitative research and analysis through literature reviews, structured interviews in the field, etc. The SRA3 may design and oversee evaluation plans and may also design and conduct workshops, lead technical assistance visits, or provide direct technical assistance to project sites. SRA3 routinely organizes ideas and findings, writes, communicates, and effectively presents research through articles, reports, web site postings, or other materials. The SRA3 also helps the PD in estimating project labor hours and other direct costs. The SRA3 also provides direction and guidance to less-experienced or less-skilled research staff.</p>	Doctorate or Master's Degree	10 Years or Master's Degree	15 years or BS/BA + 8
Research Associate I	<p>A Research Associate II (RA1) works with and supports senior research staff in the design, performance, analysis, and presentation of research projects. The work of the RA1 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, and preparing case studies, and writing results for descriptive and analytical reports and presentations. Responsibilities of RA1 may include making decisions regarding the substantive work of the project, managing a task budget, supervising other junior research staff and working with programmers, and some contact with clients.</p>	Master's or Bachelor's Degree	3 Years or Master's Degree	5 Years
Research Associate II	<p>A Research Associate II (RA2) performs duties similar to that of the RA2 in that he/she works with and supports senior research staff in the design, performance, analysis, and presentation of research projects. The work of the RA2 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, and preparing case studies, and writing results for descriptive and analytical reports and presentations. Specific assignments will depend on RA2 skills and project needs. Responsibilities may include making decisions regarding the substantive work of the project, managing a budget, supervising other junior research staff and computer programmers, overseeing the production process, and contact with clients. The RA2 may be assigned as task directors or may direct small-to-medium sized projects.</p>	Master's or Bachelor's Degree	5 Years or Master's Degree	8 Years
Junior Researcher	<p>Junior Researchers (JR) work under the supervision of Senior Research Associates or Research Associates. Tasks include conducting research through surveys, interviews, case studies, the Internet, or literature reviews, collecting data from the field, analyzing data, preparing statistical tables and figures, and writing and editing draft and final results in bullet, report, web-based or presentation form. JR with a quantitative background work solely on projects that involve the analysis and programming of large databases used for statistical analysis on various research topics. Typical tasks might include entering data, generating reports and statistical data tables for analysts, organizing and maintaining data sets, writing simple programs/scripts to automate repetitive tasks or the generation of files, checking/testing, programs and files for errors/problems and writing preliminary findings in bullet form.</p>	Bachelor's Degree	3 Years	5 Years

Labor Category	Labor Category Descriptions	Education	Relevant Experience	Experience Substitute for Education
Researcher Assistant	Research Assistants work 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, collecting data from the field, analyzing data, preparing statistical tables and figures, and writing and editing draft and final results in bullet, report, web-based or presentation form.	Bachelor's Degree	1 Year	3 Years
Programmer I	The Programmer I, under the supervision of Programmer III, assists other programmers and project staff on tasks related to the programming of large databases used for various projects. The Programmer I also provides assistance to Web Developers. Various tasks include maintaining/organizing databases, writing code to update databases or websites, writing simple programs/scripts to automate repetitive tasks or the generation of files, checking/testing, programs and files for errors/problems, generating files in order to automate tasks and updating documentation for software/programs as needed.	Bachelor's Degree	1 Year	N/A
Programmer II	The Programmer II works closely with other project staff to define programming needs, including estimating the amount of time needed to complete the programming task, select appropriate software and hardware, write the programs (or supervise their preparation by another programmer), run the programs, and check the results. The Programmer II is knowledgeable in using several programming languages, has experience working with mainframe and microcomputers, and using large and complex databases. Provides support to Programmer III.	Master's or Bachelor's Degree	3 Years	5 Years
Programmer III	The Programmer III has similar responsibilities as Programmer II, working closely with other project staff to define programming needs, but allocates a <i>significant</i> portion of time to supervisory responsibilities. Tasks include estimating the amount of time needed to complete the programming task, select appropriate software and hardware, write the programs (or supervise their preparation by another programmer), run the programs, and check the results. The Programmer III is knowledgeable in using several programming languages, has experience working with mainframe and microcomputers, and using large and complex databases. He/she can develop and manage databases. Overall, a Programmer III provides programming support for other project staff and supervises Programmers I and II.	Master's or Bachelor's Degree	5 Years or Master's Degree	7 Years
Lead Web Developer	The Lead Web Developer manages web-based projects. The Lead Web Developer coordinates with Project Directors and other project staff in the design, scope, preparation of development plan, and cost estimates for web-based projects. Translates project objectives into web products. Directs and facilitates overall technical and content objectives. The Lead Web Developer designs and constructs web pages, designs interface, and performs testing of applications through development. She also prepares user and technical specifications, manages budget, timelines, and supervises work of other web staff and consultants through project completion.	Bachelor's Degree	3 Years	5 Years
Web Developer	The Web Developer, under the supervision of the Lead Web Developer, designs and develops web-based applications, troubleshoots, debugs, and implements code. Uses MySQL and SQL Server along with Microsoft's ASP and ADO technologies to create dynamic data-oriented websites. The Web Developer scripts in Excel, Word, and Adobe InDesign in order to combine data from heterogeneous sources and accelerate various inputting/formatting tasks. He/she has knowledge of VBScript, Python, Javascript, HTML, XML/XSLT, CSS, SQL, SQL Server, MySQL, Access, Excel, Word, and Adobe InDesign.	Bachelor's Degree	1 Year	3 Years

Labor Category	Labor Category Descriptions	Education	Relevant Experience	Experience Substitute for Education
Editor	The Editor proofreads, edits, and may rewrite a wide range of publications including reports, essays, statistics-in-briefs, booklets and online materials for readability, writing style, adherence to editorial guidelines, accuracy, grammar, tabular and graphic presentation, and consistency of format. The Editor is responsible for coordinating editorial projects. She prepares technical documentation including software user's guides and instructions for navigating web sites.	Bachelor's or Master's Degree	5 Years	7 Years
Illustrator/ Graphic Designer	The Illustrator/Graphic Designer designs a wide range of graphics for reports, presentations, brochures, surveys, questionnaires, newsletters, and technical bulletins. She creates report covers, graphs, charts, illustrations, and layouts for numerous publications. She also designs and produces web-based products and the graphic interface for attractive, user-friendly web sites. The Illustrator/Graphic Designer also develop graphics and animation for various multimedia products and uses computer systems, graphics and multimedia software, desktop publishing, and web applications to design and produce these graphics.	Bachelor's Degree	5 Years	7 Years