



ICF Incorporated, L.L.C. Mission Oriented Business Integrated Services (MOBIS)

U.S. General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Price List

ICF Incorporated, L.L.C.

9300 Lee Highway
Fairfax, Virginia 22031
1-703-934-3000
1-703-934-3740 FAX
icfgsacontracts@
icfconsulting.com
www.icfconsulting.com/GSA

Contract No.:
GS-23F-8182H
(Supplement No. 1)

Contract Period:
May 22, 1998 to
September 30, 2017

Special Item Numbers:

874-1/874-1RC Integrated
Consulting Services
874-4/874-4RC Training Services
874-6/874-6RC Acquisition
Management Support
874-7/874-7RC Integrated
Business Program Support
Services

Business Size: Large Business

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!TM, a menu-driven database system. The INTERNET address is: GSAAdvantage.gov. For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at fss.gsa.gov.





Customer Information

1a. Awarded Special Item Numbers (SINs):

874-1/874-1RC Integrated Consulting Services
 874-4/874-4RC Training Services
 874-6/874-6RC Acquisition Management Support
 874-7/874-7RC Integrated Business Program
 Support Services

1b. Pricelist: Included

1c. Hourly Prices: None

2. Maximum Order: \$1,000,000. For orders in excess of \$1,000,000, which may be placed, please contact ICF Incorporated, L.L.C. for additional information

3. Minimum Order: \$100

4. Geographic Coverage: Worldwide

5. Points of Production: 30 U.S. offices (California, District of Columbia, Massachusetts, New York, Pennsylvania, Rhode Island, Texas, and Virginia) and 4 international offices (London, Moscow, Rio de Janeiro, and Toronto)

6. Prices Shown in Catalogue: Net prices

7. Quantity Discounts: Orders over \$1,000,000.00

8. Prompt Payment Terms: 0%, net 30 days

9. Government Commercial Credit Card: Yes, under the \$2,500 dollar micropurchase threshold

10. Foreign Items: None

11a. Time of Delivery: Specified in task order

11b. Expedited Delivery: None

11c. Overnight and 2-day Delivery: None

11d. Urgent Requirements: Contact ICF International to expedite urgent requirements

12. F.O.B. Points: Destination

13a. Ordering Address:

ICF Incorporated, L.L.C.
 9300 Lee Highway
 Fairfax, VA 22031

Ilene Gerber, Contracts Manager

1-703-934-3632
 1-703-934-3740 FAX
 icfgsacontracts@icfi.com

13b. Ordering Procedures: For services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules)

14. Payment Addresses:

Check/U.S. Mail
 ICF Incorporated, L.L.C.
 P.O. Box 7777 – W510501
 Philadelphia, PA 19175-0501

Wire Transfer

ICF Incorporated, L.L.C.
 Account No: 6203219502
 Citizens Bank
 ABA No: 036076150

15. Warranty Provision: Contractor's standard commercial warranty

16-24. Terms and Conditions: Not applicable

25. Data Universal Number System (DUNS) Number: 07-2648579

Cage Code Number: 5M571

26. Central Contractor Registration: ICF Incorporated, L.L.C. is registered in the System for Award Management (SAM) Database

Accessing ICF International

The following organizations may place orders with ICF International's Mission Oriented Business Integrated Services (MOBIS) contract through this U.S. General Services Administration (GSA) Federal Supply Schedule (FSS):

- Executive agencies
- Other Federal Agencies
- Mixed-ownership Government corporations
- The District of Columbia
- Government Contractors authorized in writing by a Federal agency pursuant to 48 CFR 51.1
- Other activities and organizations authorized by statute or regulation to use GSA as a source of supply

Other ICF International GSA Schedules

- Environmental Services #GS-10F-0124J
- General Purpose Commercial Information Technology (IT) Equipment Services #GS-35F-4121D
- Logistics Worldwide (LOGWorld) #GS-10F-0578N
- Advertising and Integrated Marketing Solutions (AIMS) #GS-23F-0115K
- Professional Engineering Services (PES) #GS-23F-0016P
- Financial and Business Solutions (FABS) #GS-23F-0107X
- Energy Management Services (03FAC) #GS-21F-0029W
- Human Resources and Social Services (738X) #GS-02F-0072V

To Place an Order

To obtain GSA MOBIS services, agencies may work directly with approved GSA MOBIS contractors such as ICF International. For orders under \$2,500, agencies can simply place an order with their contractor of choice. The following procedure is used to place orders above \$2,500:

Step 1: Customer prepares Statement of Work describing work to be accomplished

Step 2: Customer conducts a "best value" review of at least three GSA vendors

Step 3: Customer selects awardee

Step 4: Awardee undertakes work and invoices customer directly



ICF International Overview

ICF Incorporated, L.L.C., hereafter referred to as ICF International, is a wholly owned subsidiary of ICF Consulting Group, Inc., and the legal entity through which ICF Incorporated, L.L.C. conducts business.

ICF International is a leading management, technology, and policy consulting firm. We draw on extensive industry knowledge, distinguished professionals, and innovative analytics to develop solutions to complex energy, environment, emergency management, community development, and transportation issues. The firm successfully implements strategies and analyses in these areas through our expertise in information technology, organizational improvement, and communications. ICF International’s assistance to government clients (Federal, state, and local agencies, and national laboratories) covers the full spectrum of skill sets needed to develop successful programs.

ICF International

- ▶ Over 4,500 employees
- ▶ Founded in 1969
- ▶ Engaged by nearly 30 Federal agencies
- ▶ 60 offices worldwide
- ▶ Headquartered in Washington, DC, area

The ICF International Advantage

- We have a strong understanding of how government organizations work—their applicable regulations, their operating cultures, and their processes and systems.
- We have a unique combination of experience and expertise in management consulting, training, and organizational change and in technical capabilities, which ensures that our solutions make sense “on the ground” where business gets done.
- We develop solutions to conform to each agency’s mission and strategic objectives, not as

stand-alone activities, so our solutions “stick” and result in performance improvements.

- We have long-term client relationships that testify to the quality of service that we provide. We help clients design programs and guide them through their evolution.

Markets

Associations + Nonprofits: ICF merges programmatic, policy, and analytical support with award-winning creative and technical expertise to help charitable, trade, and professional associations realize their diverse goals. ICF delivers solutions that help associations:

- Predict the impacts of new policies and market changes
- Improve fundraising and generate new revenue sources
- Increase website traffic and reach mobile users across multiple platforms
- Manage meetings and volunteers
- Satisfy and engage constituents

Climate: ICF helps public- and private-sector clients worldwide develop climate change policy, interpret and comply with regulations, reduce greenhouse gas (GHG) emissions, evaluate risks, and identify opportunities. Our climate specialists assist federal, regional, and international agencies with the development of climate change policy, including:

- Modeling potential climate change impacts
- Providing technical assistance for program implementation
- Offering guidance on cap and trade programs, voluntary programs, and sector-based mechanisms

Community Development: ICF International works with federal agencies, state and local governments, and nonprofit organizations engaged in high-profile, large-scale community development programs across the United States to build physically, socially and economically viable communities. ICF uses our

knowledge to assist community development organizations with:

- Assessing opportunities
- Analyzing risks
- Evaluating policy choices
- Designing programs
- Prioritizing investments
- Defining performance measures

Defense: ICF's experts help clients across all U.S. defense agencies improve mission readiness, leadership, and the performance of personnel and programs. ICF understands the environment and operations of our client agencies—and the realities that shape their daily lives. Our experience includes:

- Supporting the military's transition to adaptive planning
- Developing and assessing current and future leaders
- Meeting health needs of service members and veterans, and their families
- Preparing military personnel to make smart decisions quickly in complex social and cultural environments
- Balancing mission objectives, logistics, and energy security

Education: ICF works with policymakers and providers in early childhood, K-12, and postsecondary and adult education to develop and implement programs and policies for positive student and teacher outcomes. ICF's expertise covers some of the most important topics in education today, including:

- Early childhood education
- Programming for at-risk youth
- Dropout prevention
- Access to postsecondary education
- School-to-work training
- Literacy
- Rural education

Energy: ICF helps public and private-sector clients develop comprehensive energy strategies and establish sustainable programs to deliver and maintain energy. Using an integrated approach to energy markets, our experts apply cutting-edge technical skills and proprietary modeling tools to provide clients with a complete picture of the energy landscape—from electric power to fuels to renewables. We help clients analyze, implement, and

evaluate the most appropriate programs and policies. ICF's decades of energy experience are backed by robust, analytical tools that allow for reliable data and forecasting.

Environment: ICF assists clients in environmental planning and development with broad-based services that consider the impact of economics, health, policy, culture, and climate. Through sophisticated modeling of future scenarios, measurement of impacts, engineering expertise, natural resource management experience, and policy knowledge, ICF helps clients plan and implement environmental solutions that benefit all stakeholders and achieve regulatory compliance.

Helping our clients achieve the most positive environmental outcomes is what drives us. ICF assists clients with:

- Creating solid documentation and analysis of alternatives and mitigation in environmental impact assessments
- Developing long-range plans for managing natural resources, including coastlines, watersheds, and energy sources
- Finding solutions to revitalize and sustainably develop brownfields and contaminated areas
- Analyzing and modeling the public health effects of development and environmental policy
- Achieving compliance with diverse and overlapping regulations

Families + Communities: ICF delivers evidence-based solutions, training, and tools for the development and implementation of programs that strengthen families and communities. ICF offers the best practices, information, tools, and techniques that social and human services professionals need to respond quickly and effectively in a complex environment. We provide data collection and policy analysis techniques, program design skills, leadership expertise, and state-of-the-art technical assistance and training. Our dedicated professionals bring field experience, policy expertise, and evidence-based solutions across a wide range of disciplines. ICF provides thought leadership as well as immediate practical solutions to providers working in the following areas:

- Victim services for those affected by crime, violence, and natural disasters

- Supportive housing assistance for homeless and at-risk families
- Programs for youth engaged in the justice system and to prevent youth crime
- Sustainable workforce development
- Responsible fatherhood programs for men, families, and communities
- Strengthening resources and programs for children, youth, and families

Health: ICF’s research-based suite of health services enable our health-focused clients to collect, analyze, interpret, and communicate information on health practices to improve and protect the quality of life. ICF delivers comprehensive end-to-end solutions that help agencies, organizations, and foundations operate more transparently and continually demonstrate the value of their programs. Whether we’re conducting health-focused surveys, helping clients meet public health surveillance requirements, collecting important data, motivating behavior change, or building the capacity of others, ICF knows how to put all the pieces together to inform smart decision-making and maximize the value of our clients’ health efforts.

Homeland Security: ICF offers comprehensive homeland security, public safety, and resilience services and strategies that help clients minimize exposure to risk and recover fully from incidents. For decades, ICF has studied the causes and consequences of such hazards as:

- Terrorism
- Compromises to critical infrastructure
- Natural disasters
- Immigration fraud

Transportation: ICF delivers solutions in all aspects of transportation that optimize our clients' economic, business, environmental, and social goals. ICF helps government officials shape transportation policy and helps transportation agencies plan, develop, and operate systems in ways that are safe, secure, environmentally sound, and supportive of the economies and communities they serve. For private carriers, we provide assistance with balancing compliance and government requirements, improving the traveler experience, and optimizing business returns.

Worldwide we deliver transportation solutions dealing with all key modes:

- Highways, transit, and non-motorized transport— For light rail systems, ridesharing programs, infrastructure improvements, and non-auto access strategies, ICF helps communities cost-effectively meet mobility, economic, and environmental demands.
- Aviation—ICF's expert teams of former airline, airport, and aircraft professionals bring proprietary databases, proven analytics, and a multidisciplinary perspective to our aviation solutions.
- Rail—ICF helps clients assess environmental impact, navigate permitting requirements, and manage safety and security risks.
- Maritime—ICF's support includes environmental permitting, waterfront redevelopment, and security investment planning.

Services

In addition to the hundreds of unique professional services found within our specific client markets, ICF provides universal services that cross all our markets to support clients throughout the project and program lifecycle.

Our Service Offerings include but are not limited to:

- Benchmarking
- Business Process Operations + Optimization
- Customer Satisfaction
- Economic + Financial Analysis
- Information + Data Management
- International Development
- IT Solutions
- Management Consulting
- Modeling + Simulation
- Organizational Learning + Performance
- Performance Management
- Program Management + IT Management
- Research + Evaluation
- Scientific + Engineering Analysis
- Strategic Communications + Marketing
- Strategy, Policy Analysis, + Regulatory Development
- Surveys
- Training + Technical Assistance

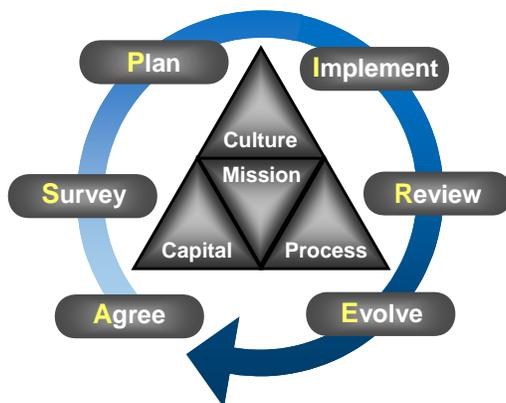
Integrated Consulting Services (SIN 874-1)

Consulting Services

Government agencies face increasing pressure from Congress and stakeholders to improve organizational performance, demonstrate measurable program results, and meet evolving customer expectations. ICF International works closely with all levels of government and provides the full spectrum of services needed to develop successful government programs.

Project Method and Model

ICF International's ASPIRESM method is our overall framework for managing each consulting engagement. Following each step of this model—Agree, Survey, Plan, Implement, Review, and Evolve—ensures that we get to the heart of our clients' concerns and develop solutions that meet their needs. We work with Federal managers to identify both key leverage points and potential obstacles within organizations to help develop sound realistic plans for accomplishing their organization's goals.



ICF International's
ASPIRESM Method and Model

ICF International's ASPIRESM method is supported by our four-part organizational model in which we consider all critical organizational dimensions—Mission, Culture, Capital, and Process—when recommending, developing, implementing, and assessing solutions. Addressing these systems both in isolation and in their interaction with each other provides a framework for investigating and developing solutions.

Strategic Planning

- Visioning and strategy formulation
- Resource planning
- Facilitation
- Performance-based models
- Communications strategies and plans

Organizational Improvement

- Organizational fitness assessments and benchmarking
- Business process improvement
- Organizational redesign
- Compensation strategies
- Integrated performance management
- Information proficiency
- Staff succession management strategies

Leadership Programs

- Leadership competency models
- Senior leadership retreats
- Management seminars
- Team building exercises or techniques
- Management coaching

Productivity Enhancement

- Road maps

- Group productivity reviews and enhancement
- Concept mapping
- Workflows
- Communications plans
- Virtual teams

Workforce Planning

- Workforce alternative
- Succession planning
- Transition planning
- Knowledge worker assessments
- Employee performance measurement and improvement systems
- Recruiting and employee retention programs

Performance Measurement

- Measurement systems and processes reviews
- Balanced indicators approach
- Customer satisfaction studies
- GPRA support
- Advanced management education
- Personnel realignment
- Portfolio approach to business process improvement (BPI)—TQM, BPR, value engineering, and process innovation

Program Evaluations

- Organizational assessments
- Customer needs assessments
- Customer satisfaction surveys

- Performance evaluations
- Focus groups
- Quantitative and qualitative statistical analysis
- Cost-benefit analysis
- Modeling and computer-based decision-making tools

Change Management

- People, processes, and technology integration
- Change impact analysis
- Reinvention support
- Organizational sustainability and growth assessments
- Knowledge management
- Group productivity tools

E-Government Solutions and CIO Support Services

- E-government strategy, Web/portal strategy
- IT program evaluation and design
- Program Management Office establishment
- Portfolio management, procurement, and acquisition management
- E-learning strategy and implementation
- Knowledge management strategy and knowledge mapping
- CRM and contact center strategic planning

Facilitation Services

Facilitation improves performance and provides the mechanism and process for developing and implementing high-quality decisions. Facilitation has proved to be extremely successful when agencies have regulatory hurdles and need to avoid litigation. ICF International can help make sure your team is working effectively.

Highly Qualified Staff

ICF International marries powerful facilitation techniques (e.g., conflict management, brainstorming, creativity, options analysis, information mapping, and decision tools) with deep technical expertise in the client’s subject matter so that meetings are effective and lead to specific actions and results. ICF International draws on its own expertise—in energy, environment, emergency management, community development, information technology, and strategic communications—as well as the expertise of its clients to plan and conduct effective events. ICF International facilitators

regularly manage meetings for scientists, researchers, policy experts, planners, operations managers, program managers, and other technical staff on a wide variety of topics. In addition, ICF International facilitators bring a wealth of experience in instructional systems, performance improvement, strategic planning, quality management, organizational development, and open systems to each assignment.

Group Discussions

- Agenda planning, meeting leadership, and facilitation
- Structured group development techniques—affinity diagrams, cause-and-effect diagrams, business process redesign, Ishikawa (fishbone) diagrams, process mapping, force-field analysis, brainstorming, and creativity exercises

Conflict Resolution

- Definition of stakeholder positions, differences, misunderstandings, and miscommunications
- Identification of common ground

Industry-Public Sector Dialogue

- Conflict management
- Public-private partnership formation
- Information Collection Reports (ICRs)
- Federal Advisory Committee Act (FACA) Meetings
- Organizational Development and Change Management

Consensus Building and Problem Solving

- Stakeholders relationship building
- Consensus processes
- Internal decision-making process facilitation
- Team building and performance improvement

Strategic Planning Development and Leadership

- Goal limitations and achievement process
- Performance measurement

Meeting Planning and Logistics

- All type of facilitation meeting planning and management—conflicts, caucuses, minigroup breakouts, focus groups, workshops, leadership, retreats, collaborative efforts, brainstorming, decision options development, and neutral fact-finding
- Agenda development and refinement
- Identification and coordination of appropriate participants, expert speakers, session chairs, moderators, facilitators, and rapporteurs
- Ground rule development
- Material preparation
- Room preparation
- Advisory committee organization under the Federal Advisory Committee Act
- Record taking, proceedings, transcriptions
- Feedback collection and meeting evaluation

E-Facilitation

- Web site development to communicate between organizations, stakeholders, and programs
- Videotaping, videoconferencing, and teleconferencing services

Survey Services

Survey research services generate information that is not available elsewhere—but is key to completion of a survey project. We collect and analyze survey information for social organizational research, science research projects, public policy analysis and public opinion research, program evaluation, and market assessments.

ICF International offers multidisciplinary expertise for survey design, administration, and analysis. We employ quantitative and qualitative (focus groups, one-on-one interviews, group interviews, direct

observation) techniques and traditional to state-of-the-art technologies to collect survey-generated data from populations that include employees, stakeholders, regulated businesses and individuals, program recipients, and the general population. We support our survey services with substantive and methodological specialist advice in many issue areas. Our survey studies yield cost-effective and accurate information on respondent characteristics and behavior, and their opinions, attitudes, beliefs, preferences, and values.

ICF International designs survey systems to integrate seamlessly within the larger research, organizational design, or assessment process. We take survey participants and results confidentiality very seriously. In addition, ICF International has years of experience navigating efficiently through the OMB process.

Planning

- Goal/issues development
- Client interviews
- Literature research and panel discussions
- Strategies for data collection, sampling, validity techniques, analysis, and reporting
- Market and population analysis
- Customer base and market size identification
- Design type and survey components
- Visioning
- Concept mapping

Development and Testing

- Question development
- Metrics development
- Pilot surveys and pretests, diagnostic tailoring
- Sampling plan and approaches: simple random, interval selection, cluster, systematic, multi-frame, stratified, area probability, list-assisted, telephone, and sequential
- Reliability/validity assessment
- Language translation
- Templates
- Use of subject and survey experts in design effort

Implementation

- Survey implementation and positioning: focus groups, paper surveys, interviews, computer-assisted, combination surveys/mixed mode methodologies

- Targeted response rates efforts, including pre-survey notification, follow-ups, and use of incentives when necessary
- Data collection

Compilation and Analyses

- Data gap augmentation
- Data cleansing and organizing
- Descriptive statistics
- Software design: SPSS, SAS, SYSTAT
- Database creation, administration, and processing
- Quantitative and qualitative data analysis
- Statistical adjustments for nonresponse and undercoverage
- Sampling variances, confidence intervals
- Weighting
- Post-stratification adjustment smoothing and raking

Reporting

- Report production
- Product and process evaluation
- Application of survey data to original questions, perhaps in combination with other data sources
- Results presentation
- Recommendations
- Enterprise architecture

Follow-ups

- Follow-on analysis or surveys
- Service quality assessment
- Priority initiative identification
- Opportunity identification for strengthening system-wide integration
- SWOT analysis

Training Services (SIN 874-4)

Government workers must continuously develop new skills and behaviors—skills in specific technical areas, customer satisfaction, project management, and rethinking how they work and are organized to do that work. ICF International ensures that learning solutions become an integral part of **improving performance** across the organization. We create learning products, services, and events that build these new skills and conform to each agency's mission, culture, processes, and infrastructure. Our staff is particularly attentive to the diverse needs of target audiences, and we consider all training mediums to provide the best solution:

- Distance learning (e-learning)
- Instructor-led training
- Hybrid learning solutions
- Multimedia training
- Satellite-based training
- Learning management
- Job performance aids
- Management coaching
- Train-the-trainer sessions
- Senior leadership seminars

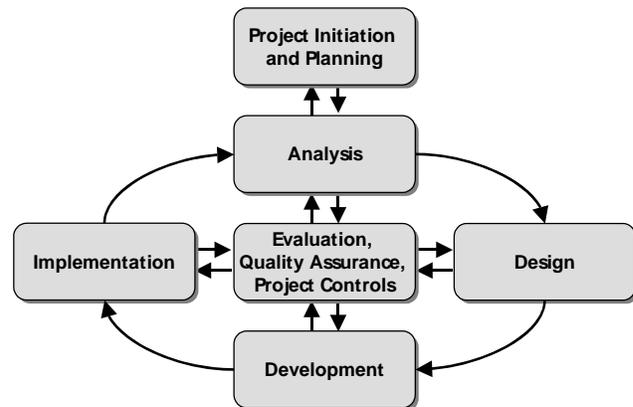
Approach to Effective Learning

ICF International applies **instructional systems design (ISD)** methodologies to training development and integrates our insights in organizational dynamics, and technical and communication skills. We customize the ISD model—analysis, design, development, implementation, and evaluation—to meet each organization's performance objectives.

Subject-Matter Experts

ICF International is extremely successful in providing **specialty training** that combines our instructional design expertise with our multi-disciplinary subject-matter expertise. We integrate this technical expertise, project management, and communication skills with the right combination of instructional

design approaches and technologies into each customized learning solution.



Objective Setting and Needs Analysis

- Training performance objectives
- Linking of individual objectives to overall business or organizational goals
- Training analysis techniques—surveys, focus groups, job skills analysis, workflow design analysis, and structured interviews
- Learning maps

Training Materials Design and Development

- Materials development, pilot testing, and evaluation
- Instructional materials, challenge review tests, and in-class and out-of-class exercises
- Paper-based materials: slides, job aids, handbook, worksheets, pamphlets, templates, tools
- Relevant reference materials: regulations, guidance documents, case studies, articles
- Distance-learning materials: CD-ROMs, slides, videos, and online materials

Implementation and Delivery

- Course pilot testing

- Intensive evaluation and feedback tools and debriefing sessions

Evaluation and Continuous Improvement

- Course performance measure and goal identification
- Strong training evaluation measurement and system
- Automatic feedback loops

Executive Leadership Training

- State-of-the-art management approaches and tools
- Customized services—senior leadership retreats, management seminars, team-building techniques, and management coaching
- Skills-based, customized courses—program management, project management, community involvement, and outreach training

Distance Learning (E-Learning)

- E-learning solutions
- Easily deployed courseware with cutting-edge multimedia technologies
- Specialized/customized media and delivery methods

- Authoring systems
- Blended learning solutions—self-paced techniques; live learning through the Web and/or with satellite technologies; and traditional instructor-led training
- Satellite-based training
- Video-based training—videotape, CD-ROM, DVD, or streaming format over the Internet
- Digital audio and video, 2-D and 3-D graphics and animations, and graphic user interfaces

Acquisition Management Support (SIN 874-6)

The OMB Circular A-76, "Performance of Commercial Activities," establishes Federal policy for public-private competitions. ICF International has provided privatization services to many agencies on a broad range of topics including oil reserves and aviation.

We apply a business process reengineering approach to implementing OMB Circular A-76 and determining the best way to achieve economy and enhance productivity. Our staff helps agencies translate their overall strategy and goals into an aligned competitive sourcing approach. We then create a detailed work breakdown structured to match the agency's required competitive sourcing schedule. The implementation and subsequent phases of A-76 assignments typically involve ICF International experts in business process analysis, human resource planning, cost analysis, and acquisition management.

A-76 Strategy Formulating

- OMB plan development
- Strategy implementation
- Skills assessment
- Macro planning
- Business process reengineering
- Policy and guidance interpretation
- Diagnostic
- Benefits modeling
- Visioning
- Facilitation
- Process analysis

A-76 Requirements Training

- Skills development
- Team building
- Acquisition strategy development
- Process reengineering
- Performance Work Statement development
- Most Efficient Organization approach
- Quality Assurance Surveillance Plan

- Data collection and analysis
- Commercial activity process
- Government acquisition process
- Cost estimating
- Diagnostics
- Facilitation
- Side-by-side coaching
- OJT / Seminars
- Distance learning – computer, Web, video
- Instructor-led
- Blended

Performance Work Statements Support

- Job functions and workload analysis
- Anticipated costs evaluation
- Acquisition strategies
- PWS text
- Vendor monitoring
- Independent performance assessments
- Staff augmentation
- Source selection support
- Acquisition management methods, techniques, and tools
- Diagnostics
- Contract assessments
- Performance analyses

Most Efficient Organization Support

- MEO response development
- Client agents
- Planning
- Agency cost estimates
- Data collection and analysis
- Transition planning
- Acquisition management methods, techniques, and tools

Post-Project Assessment and Knowledge Capture

- Benefits analysis
- Knowledge management
- Lessons learned analysis
- OMB reporting
- Knowledge management analysis
- Surveys
- Cost-benefit analysis

Integrated Business Program Support Services (SIN 874-7)

ICF International works closely with all elements of federal government agencies to provide the full spectrum of services needed to integrate and implement successful government programs and projects. We have the understanding, approach, professional staff, and corporate experience to provide high-quality and timely program integration and project management support.

We first work with managers to identify key leverage points and potential obstacles within their projects. We develop an understanding of the plans for accomplishing their goals and how their projects fit within the agency's overall program. Second, we determine the program integration and project management services and tools that best meet the requirements of the client.

Strategic Advice

- Strategy alignment
- Project scope/definition
- Strategy implementation
- Readiness assessment
- Macro planning
- Project and performance diagnostic
- Benchmarking
- Benefits modeling
- Visioning
- Process analysis
- Computer-based decision making tools

Third-Party Analysis

- Vendor monitoring
- Implementation advice
- Independent performance reviews
- Staff augmentation
- Contract assessments
- Project performance analyses

Implementation

- Planning
- Staffing and contracting
- Monitoring
- Cost/Schedule control
- Transition planning
- Full spectrum of project management methods, techniques, and tools

Evaluation

- Benefits analysis
- Knowledge management
- Lessons learned analysis
- Knowledge management analysis
- Cost-benefit analysis

Labor Category Descriptions

Principal Consultant

General Experience: Experience includes leading large and/or complex project teams and providing services in one or more relevant service areas, including: consulting services, facilitation services; survey services; training services; and program integration and project management services. Expert in the use of relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, such as ICF Consulting's ASPIRE Method and Model, statistical analysis software packages, instructional system design methodologies, or evaluation methodologies.

Minimum Experience: 10 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: This position is responsible for planning and delivering the relevant set of services. In this role, this person understands the customer requirements, translates those requirements into plans for performing services, supervises the performance of services, performs services, provides advice and counsel, and provides quality control and oversight. Under circumstances in which the project allows (such as the services being relatively straightforward), this position may delegate a portion of this role to the Senior Consultant, while retaining overall responsibility for the services being provided.

Minimum Education: Master's Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Consultant

General Experience: Experience includes assisting in leading project teams and providing services in

one or more relevant service areas, including: consulting services, facilitation services; survey services; training services; and program integration and project management services. Proficient in the use of relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, such as ICF Consulting's ASPIRE Method and Model, statistical analysis software packages, instructional system design methodologies, or evaluation methodologies.

Minimum Experience: Six years of relevant work experience in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Functional Responsibility: For large and complex requirements, this position assists the Principal Consultant. For smaller and/or straightforward requirements, this position may have lead responsibility for planning and delivering the relevant set of services, with review by the Principal Consultant. In this role, this person understands the customer requirements, translates those requirements into plans for performing services, supervises the performance of services, performs services, and provides quality control and oversight.

Minimum Education: Masters Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Consultant

General Experience: Experience includes working on project teams to provide services in one or more relevant service areas, including: consulting services, facilitation services; survey services; training services; and program integration and project management services. With direction from project leaders, capable of using relevant analytical, methodological, and management tools

needed to organize, perform and deliver the services being provided, such as ICF Consulting's ASPIRE Method and Model, statistical analysis software packages, or evaluation methodologies.

Minimum Experience: Four years of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: With direction from project leaders, perform tasks, including collection of quantitative and qualitative data from public sources, experts, and other sources, analysis and assessment of qualitative and quantitative data, writing of methods, approaches, summaries, evaluations and results, research on relevant topics to support the services being provided, and presentations for the relevant set of services. May assist in organizing sub-task approaches and schedules with direction from, and under the supervision of, project leaders. Reports to the Principal or Senior Consultant.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Junior Consultant

General Experience: Experience includes working on project teams to provide services in one or more relevant service areas, including: consulting services, facilitation services; survey services; training services; and program integration and project management services. Under direction from project leaders, capable of assisting in the use of relevant analytical, methodological, and management tools needed to organize, perform and deliver the services being provided, such as ICF Consulting's ASPIRE Method and Model, statistical analysis software packages, or evaluation methodologies.

Minimum Experience: Two years of relevant work experience in business, public policy, economics, political science, communications, planning,

technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: With direction from project leaders, assists in performing tasks on a closely directed basis, including collection of quantitative and qualitative data, analysis and assessment of quantitative and qualitative data, writing of drafts of methods, approaches, summaries, evaluations and results, and research for the relevant set of services.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Training Specialist

General Experience: As a junior staff person, this position has limited fulltime work experience, which may include working on project teams to provide relevant services. With close supervision from project leaders, capable of assisting in data collection, analysis and writing.

Minimum Experience: One year of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: Works under close supervision of more senior project staff. Assists with data collection, including obtaining publicly available information and assembling the data into useful forms. May also assist with analysis and writing.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Administrative Support

General Experience: This position requires general experience and capabilities supporting project teams. Capable of working with close supervision

to provide support for: typing, copying, meeting scheduling, and similar related activities.

Minimum Experience: Two years of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: With close supervision from project leaders, performs a variety of tasks, including typing, copying, meeting scheduling, and related activities in support of a project.

Minimum Education: High School Diploma

Lead Principal

Minimum/General Experience: 6 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Provides leadership in field of expertise, and develops solutions to complex methodological problems. Expertise makes this individual a peer of leading practitioners of his/her discipline within the company. Business development/relationship management is an important responsibility of the Principal. Business development responsibilities typically begin with getting repeat business from current clients and matures into developing business from new clients. Contributes major technical sections of proposals and client deliverables. Experienced Principals are typically responsible for meeting substantial annual business development goals.

Focus: Incumbent serves as technical advisor outside of his/her practice area (example: to other departments, or as a regional resource)

Minimum Education: Masters Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Principals

Minimum/General Experience: 5 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Provides leadership in field of expertise, and develops solutions to complex methodological problems. Expertise makes this individual a peer of leading practitioners of his/her discipline within the company. Contributes major technical sections of proposals and client deliverables. Experienced Principals are typically responsible for meeting substantial annual business development goals. Focus: Incumbent serves as technical advisor within his/her practice area.

Minimum Education: Masters Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Project Director

Minimum/General Experience: 12 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Sets and meets realistic marketing goals and targets. Designs overall business development plan. Acts as primary quality control for projects and proposals within practice area. Supervises junior staff and identifies their professional development needs. Establishes priorities for current and proposed projects. Recruits junior staff. Prepares and administers overall budgets. Responsible for coordinating personnel allocation on various projects. Maintains ongoing contact with existing and potential clients. *Focus: On projects of mid-size scope. Marketing focuses primarily on developing follow-on work and generating new business leads.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Associate

Minimum/General Experience: 6 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Works independently under general supervision. Experienced Senior Associates are expected to develop project work in areas of technical competence that will support other staff and make *important* contributions to sales and marketing efforts. Responsible for a set of project tasks and delegates appropriately. Structures approach to analysis relating to project issues. Conducts and coordinates analysis. Plans and arranges schedule and budget for a project. Trains and develops junior staff. Supervises junior staff. Coordinates staff utilization. Develops marketing objectives for current clients. *Focus: Supervises substantive mid-level project tasks.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Analysts

Minimum/General Experience: 8 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Position requires effective task participation and good writing and communication skills. Incumbents in this position begin working under close supervision and, over time, function with greater independence. Prepares draft sections of deliverables and

proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research). May perform computer programming and analysis. *Focus: Technical area of expertise.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Associate

Minimum/General Experience: 4 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Primary requirements for position include a solid technical and/or quantitative background, good writing skills, computer literacy, and good research skills. Position works under general supervision and requires attention to detail as well as an ability to learn new things quickly. Advanced knowledge in technical area of expertise. May supervise tasks of Research Assistant/Analysts. Constructs analysis on a variety of issues for public and private sector clients. Prepares (with Senior Associate or Project Manager) work plans, analytical approaches, and schedules. Identifies and resolves conflicting problems. Drafts and presents analysis to managers. *Focus: Technical area of expertise or quantitative skills.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Analysts

Minimum/General Experience: 3 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science,

communications, planning, statistics, technology and policy.

Functional Responsibility: Position requires a solid background in technical area of expertise and/or quantitative skills, effective task participation and good writing and communication skills. Incumbents in this position begin working under close supervision and, over time, function with greater independence. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research). *Focus: Technical area or quantitative skills.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Service Support

Minimum/General Experience: One year of relevant work experience in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Functional Responsibility: This is an entry-level position primarily involved with the preparation of billings, accounts receivable analysis, accounts payable processing, financial reconciliation analysis and overall administrative support. Billing involves preparation of letter, worksheet invoices and attached documentation if required by contract terms. Accounts receivable analysis and reporting requires interaction with clients and program managers to resolve billing and collection issues. Financial reconciliation analysis involves assisting project administrators on financial reviews of contract costs. Administrative support involved maintenance of files and data entry.

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning,

statistics, technology and policy, or related discipline.

Junior Analysts

Minimum/General Experience: 2 years of relevant work experience in one or more of the following service areas: business administration, public policy, economics, political science, communications, planning, statistics, technology and policy.

Functional Responsibility: Position requires effective task participation and good writing and communication skills. Incumbents in this position begin working under close supervision and, over time, function with greater independence. Prepares draft sections of deliverables and proposals. Incorporates review comments into final deliverables. Coordinates progress with other work team members. Performs data collection (survey work, library research, computer research). *Focus: General project support work.*

Minimum Education: Bachelors Degree in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Program Manager

Minimum/General Experience: 10 years of program management. Demonstrated ability to perform all functions of Senior Analyst/Manager II.

Functional Responsibility: Serves as the project director, charged with the responsibility for development, management, operation, cost, scheduling, and technical performance of the task order activities. The individual shall have had experience as a senior engineer, senior scientist, senior ADP specialist or other senior level manager and shall have strong skills relating to ADP services. This person shall have an understanding of, and experience in, total quality management principles and practices including, but not limited to, a demonstrated ability to provide guidance, direction and supervision in all required areas.

Minimum Education: Bachelor's Degree (Master's Degree preferable) in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Analyst/Manager II

Minimum/General Experience: Minimum of 12 years of relevant experience in a technical or research field. Demonstrated expertise in a specialized technical area, and ability to develop new techniques in that area. Demonstrated record of accomplishments in that specialized field. With a Master's degree 10 years of general experience, of which at least 8 years must be specialized.

Functional Responsibility: Provides analytical support and direction in the areas of model design and quantitative analysis, and/or technical leadership in contract execution, contract management, and client technical liaison. May be responsible for developing and implementing model, program, and system specifications; conducting advanced quantitative and systems analyses, within task and contract objectives; and developing solutions to the most complex problems requiring significant innovation. May modify current models, programs and systems; may specify, develop, and implement new models. Assists and manages others in developing flowchart specifications, creating analytical frameworks and methodologies, and developing models. Provides extensive analytical support. Assists and manages others in developing contract work plans, compiling client briefings and status reports, documenting task and contract procedures, and completing multiple technical reports. May organize, review, and edit all contract deliverables.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Information Technology Expert

Minimum/General Experience: This position requires a minimum of 8 years experience, of which at least 8 years must be specialized. With a Master's degree 10 years of general experience, of which at least 8 years must be specialized.

Functional Responsibility: Applies business process improvement practices to reengineer methodologies/principles and business process modernization projects. Applies, as appropriate, activity and data modeling, transaction flow analysis, internal control and risk analysis and modern business methods and performance measurement techniques. Assist in establishing standards for information systems procedures. Develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems. Constructs sound, logical business improvement opportunities consistent with corporate information management guiding principles, cost savings, and open system architecture objectives.

Minimum Education: Bachelor's degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Senior Systems Analyst/Manager II

Minimum/General Experience: Minimum 10 years of combined programming and systems analysis experience. Knowledge of at least two higher-order programming languages. Knowledge of various commercial software packages.

Functional Responsibility: Guides the development of broad unprecedented computer systems consisting of complex and voluminous information requirements; develops new ways to locate and develop data sources; establishes new factors and criteria for making subject-matter decisions; coordinates research, analysis, and design of the system and applies the most recent developments in data processing technology and computer equipment. Evaluates the significance of technological advancement and developing

standards where new and improved approaches are needed. Conceives and plans exploratory investigations critical to the overall organization where useful precedents do not exist and new concepts are required. Evaluates existing electronic data processing organization policy for effectiveness, devising and formulating changes in the organization's position on broad policy issues. Prepares documentation for computer models and data systems, and writes other technical reports, as required by contract.

Minimum Education: Bachelor's Degree (Master's Degree preferable) in business administration, public policy, economics, political science, communications, planning, statistics, technology and policy, or related discipline.

Senior Analyst/Manager I

Minimum/General Experience: Minimum of 9 years of relevant experience in a technical or research field. Demonstrated ability to perform all functions of an Analyst/Manager II. Demonstrated unique expertise in a specialized technical area, and ability to develop new techniques in that area. With a Master's degree 9 years of general experience, of which at least 7 years must be specialized.

Functional Responsibility: Provides analytical support and direction in the areas of model design and quantitative analysis, and/or technical leadership in contract execution, contract management, and client technical liaison, and/or new business/marketing. May be responsible for developing and implementing model, program, and system specifications; conducting advanced quantitative and systems analyses, within task and contract objectives; and developing solutions to complex problems requiring significant innovation. May modify current models, programs, and systems; may specify, develop, and implement new models. Assists or manages others in developing flow chart specifications, creating analytical frameworks and methodologies, and developing models. Provides extensive analytical support. Assists or manages others in developing contract work plans, compiling client briefings and status reports, documenting task and contract

procedures, and completing multiple technical reports. Organizes, reviews, and edits all contract deliverables. May be responsible for one contract or more. Responsibilities may include, but are not limited to: contract general and technical execution, contract primary analytical direction, contract work plans development and implementation, and quality control; cost control and on-time performance within specified contract limits, short-run resource allocation, personnel supervision, task managers supervision, task/contract briefings and status reports, in-progress reviews, and primary client liaison.

Minimum Education: A Bachelor's degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Senior Systems Analyst/Manager I

Minimum/General Experience: Minimum 9 years of combined programming and systems analysis experience. Knowledge of at least two higher-order programming languages. Knowledge of various commercial software packages.

Functional Responsibility: Assists in the development of broad unprecedented computer systems consisting of complex and voluminous information requirements; may help to develop new ways to locate and develop data sources; establishing new factors and criteria for making subject-matter decisions; coordinating research, analysis, and design of the system and applying the most recent developments in data processing technology and computer equipment. Evaluates the significance of technological advancement and developing standards where new and improved approaches are needed. Assists in exploratory investigations critical to the overall organization where useful precedents do not exist and new concepts are required. May help to evaluate existing electronic data processing organization policy for effectiveness, devising and formulating changes in the organization's position on broad policy issues. Prepares documentation for

computer models and data systems, and writes other technical reports, as required by contract.

Minimum Education: Bachelor's degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline; and progress toward a Master's degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science.

Analyst/Manager II

Minimum/General Experience: Minimum of 7 years. Experience requirement may be met with a combination of relevant experience and a graduate degree in a related field.

Functional Responsibility: Provides analytical support and direction in the areas of model design and quantitative analysis, and/or technical management in contract execution and task management. Responsible for developing and implementing model, program, and system specifications; and conducting advanced quantitative and systems analyses, within task and contract objectives. May modify current models, programs, or systems; may specify, develop, and implement new models, programs, or systems. Assists or manages others in developing flowcharts, creating analytical frameworks and methodologies, and developing models. Provides extensive analytical support. Assists or manages others in developing contract work plans, compiling client briefings and status reports, documenting task procedures, and completing multiple technical reports. Organizes, reviews, and edits contract deliverables. Acts as task manager, and/or acts independently to manage, initiate, implement, and complete multiple tasks simultaneously.

Minimum Education: A Bachelor's degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and

policy, math, statistics, engineering, physical science, or related discipline.

Systems Analyst/Manager II

Minimum/General Experience: Requires 7 years of experience. Knowledge of at least two higher-level programming languages as well as various commercial software packages.

Functional Responsibility: Carries out research and analysis, as assigned, of complex computer systems in a broad application area; applying established procedures where the nature of the system, feasibility, hardware and software are undecided.

Maintains and modifies complex systems or develops new subsystems. May guide users in formulating requirements; advise on alternatives and on the implications of new or revised data processing systems; analyze resulting user proposals, identify errors in requirements, and conduct feasibility studies. Recommends optimum approach and develops system design for approved projects. Interprets information and informally arbitrates between system users when conflicts exist. Serves as a lead analyst in a design subgroup, directs and integrates the work of one or two lower-level analysts, each responsible for several programs. May act as a task manager and/or act independently to manage, implement, and complete multiple tasks simultaneously, with minimal supervision.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline; and progress toward a Master's degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics,

Analyst/Manager I

Minimum/General Experience: Minimum of 4 years of experience. Experience requirement may be met with a combination of relevant experience and a graduate degree in a related field.

Functional Responsibility: Provides analytical support and direction in the areas of model design and quantitative analysis, and/or technical management in contract execution and task management. Responsible for developing and implementing model, program, and system specifications; and conducting advanced quantitative and systems analyses, within task and contract objectives. May modify current models, programs, or systems. May specify, develop and implement new models, programs, or systems. Assists or manages others in the development of flowcharts, and the creation of analytical frameworks and methodologies. Provides extensive analytical support. Assists or manages others in compiling client briefings and status reports, documenting task procedures, and completing multiple technical reports. May organize, review, and edit contract deliverables. May act as task manager and initiate, implement, and complete multiple tasks simultaneously, with minimal supervision.

Minimum Education: A Bachelor’s degree or continuing education through practical training in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Systems Analyst Manager I

Minimum/General Experience: Requires 4 years of experience. Knowledge of at least two higher-order programming languages as well as various commercial software packages.

Functional Responsibility: Carries out research and analysis as assigned, usually of a single activity or a routine problem; applying established procedures where the nature of the system, feasibility, and hardware and software are already decided. Reviews objectives, scope, and user expectations for a specific application or system; prepares a project synopsis that compares alternatives in terms of cost, time, availability of equipment, and personnel, and recommends a course of action. Prepares specifications for development of computer programs for a specific application or system; determines, resolves problems, and

coordinates the work with programmers and users. Assists higher-level systems analysts in preparing detailed specifications required by programmers for complex computer systems. Works independently under specified objectives on a segment of a complex data processing scheme or broad system. May act as a task manager and/or initiate, implement, and complete multiple tasks simultaneously, with minimal supervision.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Programmer/Analyst II

Minimum Education: Minimum of 2 years experience. Knowledge of at least two higher-order programming languages. Must be familiar with various commercial software packages.

Functional Responsibility: Applies standard programming procedures and detailed knowledge of pertinent subject matter to assigned programming projects. Develops, modifies, and maintains assigned programs; designs and implements modifications within programs in consultation with higher-level staff as well as monitoring operation, diagnosing, and correcting logic and coding errors in programs. Tests and documents work; writes and maintains operator instructions for assigned programs. Carries out programming analysis of a single activity or routine problem, applying established procedures where the nature of the program, feasibility, computer equipment, and programming language have already been decided. Works independently under specified objectives to devise program logic and select standard programming procedures. May assist in the work on complex programs under close direction of higher-level staff.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Associate Analyst II

Minimum/General Experience: Minimum of 2 years. Experience requirement may be met with a Master's degree in a related field. Strong microcomputer skills and knowledge of commercial software packages.

Functional Responsibility: Assists in research, writing, and computer applications, under general direction. May acquire data from clients as necessary. May develop and use commercial software applications in support of task or contract goals. Helps specify computer models and determine analytical approaches to meeting task or contract goals. Inputs data to computer models. Operates, maintains and adapts computer models. Analyzes model outputs as required by task or contract goals. Write drafts of technical reports, contract deliverables, and client briefings. Can interact independently with client in meeting task requirements. May assume role of task manager on some projects.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

LAN Administrator

Minimum/General Experience: This position requires a minimum of 6 years experience, of which at least 4 years must be specialized. With a Master's degree (in the fields described above) 4 years of general experience, of which at least 3 years must be specialized.

Functional Responsibility: Can conduct on-site surveys. Assists and documents current site network configuration and user requirements. Provides highly technical expertise in the use of a LAN. Evaluates and recommends available products to support validated user requirements. Follows engineering plans and site installation technical design packages. Develops installation schedules. Works with network installation team. Assists in the preparation of drawing and documenting configuration changes at each site.

Prepares site installation and test reports. Ensures system security and licensing issues.

Minimum Education: Bachelor's degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Programmer/Analyst I

Minimum/General Experience: No years of experience. Must be familiar with various commercial software packages.

Functional Responsibility: Maintains and modifies routine programs; making approved changes by amending program flow charts or developing detailed processing logic and code changes. Tests and documents modifications and writes operating instructions. Under the advisement of a systems analyst, may write new programs using prescribed specifications. Evaluates consequences of program modification with respect to input, process, and output. May confer with users and analysts to determine needed program modifications; and under the direction of higher-level staff makes the needed modifications. Prepares documentation for computer models and data systems, and writes other technical reports as needed.

Minimum Education: Bachelor's degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Associate Analyst I

Minimum/General Experience: No years of experience. Strong microcomputer skills and knowledge of commercial software packages.

Functional Responsibility: Assists in research, writing, and computer applications. Acquires data from clients. Develops and uses commercial software applications in support of task or contract goals. Inputs data to computer models. Operates, maintains, and adapts computer models. Analyzes model outputs as required by task or contract

goals. Writes initial drafts of technical reports, contract deliverables, and client briefings. May interact with client in meeting task requirements according to task manager guidance.

Minimum Education: Bachelors degree in business, public policy, economics, political science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Research Assistant

Minimum/General Experience: None

Functional Responsibility: Provides technical personnel with assistance in research, writing, and computer applications. Physically acquires data from clients per arrangements made by the task or contract manager. Operates and maintains computer models. Inputs data into existing model. Applies commercial software. Analyzes and summarizes basic model outputs. Assists in preparation and development of technical reports, deliverable products, and client briefings.

Minimum Education: Bachelor’s degree in business, public policy, economics, political

science, communications, planning, technology and policy, math, statistics, engineering, physical science, or related discipline.

Technical Writer/Clerical

Minimum/General Experience: No years of experience.

Functional Responsibility: Performs data entry via a computer, data terminal, or typewriter. Maintains personnel and other files; prepares correspondence, schedules, and coordinates travel. Assists in the preparation of presentation graphics and supports the development of contract deliverables and reports by developing and updating graphic presentations to improve the quality and enhance the usability of these documents. Verifies data entered where applicable.

Minimum Education: Requires a high school diploma.

Equivalency Relationships:*

- Eight (8) years of relevant experience (in addition to minimum experience requirements) may be substituted for a Bachelor's degree.
- Four (4) years of relevant experience (in addition to minimum experience requirements and a Bachelor's degree) may be substituted for a Master's degree.

*Successful completion of higher education which has not yet resulted in a degree may be counted as 1 for 1 years of relevant experience for each year of college completed.

Professional licenses, certifications (PE Certification) and unique experience in specialized or emerging technologies may be substituted for one year of relevant experience.

Pricing Information

Labor Categories for ICF MOBIS Contract #GS-23F-8182H

SINS: 874-1, 874-4, 874-6, 874-7

	Category Title	Hourly Rate				
		FY2013 10/1/12 - 9/30/13	FY2014 10/1/13 - 9/30/14	FY2015 10/1/14 - 9/30/15	FY2016 10/1/15 - 9/30/16	FY2017 10/1/16 - 9/30/17
1	Principal Consultant	\$307.99	\$317.23	\$326.75	\$336.55	\$346.65
2	Senior Consultant	\$238.71	\$245.87	\$253.25	\$260.84	\$268.67
3	Consultant	\$169.44	\$174.52	\$179.76	\$185.15	\$190.71
4	Junior Consultant	\$108.87	\$112.14	\$115.50	\$118.97	\$122.53
5	Training Specialist	\$61.74	\$63.59	\$65.50	\$67.46	\$69.49
6	Administrative Support	\$55.18	\$56.84	\$58.54	\$60.30	\$62.11
7	Lead Principal	\$238.71	\$245.87	\$253.25	\$260.84	\$268.67
8	Principals	\$212.27	\$218.64	\$225.20	\$231.95	\$238.91
9	Project Director	\$187.01	\$192.62	\$198.40	\$204.35	\$210.49
10	Senior Associate	\$151.81	\$156.37	\$161.06	\$165.89	\$170.87
11	Senior Analysts	\$123.95	\$127.66	\$131.49	\$135.44	\$139.50
12	Associate	\$108.87	\$112.14	\$115.50	\$118.97	\$122.53
13	Analysts	\$77.09	\$79.41	\$81.79	\$84.24	\$86.77
14	Service Support	\$63.63	\$65.54	\$67.50	\$69.53	\$71.61
15	Junior Analysts	\$49.64	\$51.13	\$52.66	\$54.24	\$55.87
16	Program Manager	\$163.53	\$168.44	\$173.49	\$178.70	\$184.06
17	Sr. Analyst/Manager II	\$139.15	\$143.32	\$147.62	\$152.05	\$156.61
18	Information Technology Expert	\$155.70	\$160.37	\$165.18	\$170.13	\$175.24
19	Sr. Systems Analyst/Manager II	\$125.98	\$129.76	\$133.65	\$137.66	\$141.79
20	Sr. Analyst/Manager I	\$117.91	\$121.45	\$125.09	\$128.84	\$132.71
21	Sr. Systems Analyst/Manager I	\$107.00	\$110.21	\$113.51	\$116.92	\$120.42
22	Analyst/Manager II	\$103.46	\$106.57	\$109.76	\$113.06	\$116.45
23	Systems Analyst Manager II	\$100.39	\$103.40	\$106.50	\$109.69	\$112.98
24	Analyst/Manager I	\$83.72	\$86.23	\$88.81	\$91.48	\$94.22
25	Systems Analyst/Manager I	\$74.80	\$77.04	\$79.36	\$81.74	\$84.19
26	Programmer/Analyst II	\$66.32	\$68.31	\$70.36	\$72.47	\$74.64
27	Associate Analyst II	\$57.42	\$59.14	\$60.91	\$62.74	\$64.62
28	LAN Administrator	\$80.09	\$82.49	\$84.97	\$87.51	\$90.14
29	Programmer/Analyst I	\$52.46	\$54.03	\$55.65	\$57.32	\$59.04
30	Associate Analyst I	\$45.74	\$47.11	\$48.53	\$49.98	\$51.48
31	Research Assistant	\$42.28	\$43.55	\$44.85	\$46.20	\$47.59
32	Technical Writer/Clerical	\$56.54	\$58.24	\$59.98	\$61.78	\$63.64

The pricelist reflects GSA's IFF rate reduction effective on January 1, 2004.

Hourly Rate (Quantity Discount- Orders over \$1,000,000)

Labor Categories for ICF MOBIS Contract #GS-23F-8182H

SINS: 874-1, 874-4, 874-6, 874-7

		Hourly Rate (Quantity Discount- Orders over \$1,000,000)				
		FY2013	FY2014	FY2015	FY2016	FY2017
Category Title		10/1/12 - 9/30/13	10/1/13 - 9/30/14	10/1/14 - 9/30/15	10/1/15 - 9/30/16	10/1/16 - 9/30/17
1	Principal Consultant	\$301.83	\$310.89	\$320.21	\$329.82	\$339.71
2	Senior Consultant	\$233.94	\$240.95	\$248.18	\$255.63	\$263.30
3	Consultant	\$166.05	\$171.03	\$176.16	\$181.45	\$186.89
4	Junior Consultant	\$106.69	\$109.89	\$113.19	\$116.59	\$120.08
5	Training Specialist	\$60.51	\$62.32	\$64.19	\$66.12	\$68.10
6	Administrative Support	\$54.08	\$55.70	\$57.37	\$59.09	\$60.86
7	Lead Principal	\$233.94	\$240.95	\$248.18	\$255.63	\$263.30
8	Principals	\$208.03	\$214.27	\$220.69	\$227.31	\$234.13
9	Project Director	\$183.27	\$188.77	\$194.43	\$200.27	\$206.28
10	Senior Associate	\$148.78	\$153.24	\$157.84	\$162.57	\$167.45
11	Senior Analysts	\$121.47	\$125.11	\$128.86	\$132.73	\$136.71
12	Associate	\$106.69	\$109.89	\$113.19	\$116.59	\$120.08
13	Analysts	\$75.55	\$77.82	\$80.15	\$82.56	\$85.03
14	Service Support	\$62.36	\$64.23	\$66.15	\$68.14	\$70.18
15	Junior Analysts	\$48.64	\$50.10	\$51.61	\$53.16	\$54.75
16	Program Manager	\$160.26	\$165.07	\$170.02	\$175.12	\$180.38
17	Sr. Analyst/Manager II	\$136.37	\$140.46	\$144.67	\$149.01	\$153.48
18	Information Technology Expert	\$152.58	\$157.16	\$161.87	\$166.73	\$171.73
19	Sr. Systems Analyst/Manager II	\$123.46	\$127.17	\$130.98	\$134.91	\$138.96
20	Sr. Analyst/Manager I	\$115.55	\$119.02	\$122.59	\$126.27	\$130.05
21	Sr. Systems Analyst/Manager I	\$104.86	\$108.00	\$111.24	\$114.58	\$118.02
22	Analyst/Manager II	\$101.39	\$104.43	\$107.57	\$110.79	\$114.12
23	Systems Analyst Manager II	\$98.38	\$101.33	\$104.37	\$107.50	\$110.73
24	Analyst/Manager I	\$82.04	\$84.50	\$87.04	\$89.65	\$92.34
25	Systems Analyst/Manager I	\$73.30	\$75.50	\$77.77	\$80.10	\$82.51
26	Programmer/Analyst II	\$64.99	\$66.94	\$68.95	\$71.02	\$73.15
27	Associate Analyst II	\$56.27	\$57.96	\$59.70	\$61.49	\$63.33
28	LAN Administrator	\$78.49	\$80.84	\$83.27	\$85.76	\$88.34
29	Programmer/Analyst I	\$51.41	\$52.95	\$54.54	\$56.18	\$57.86
30	Associate Analyst I	\$44.83	\$46.17	\$47.56	\$48.98	\$50.45
31	Research Assistant	\$41.43	\$42.68	\$43.96	\$45.28	\$46.63
32	Technical Writer/Clerical	\$55.41	\$57.07	\$58.78	\$60.55	\$62.36

SCA MATRIX

SCA Eligible Contract Labor Category	SCA Equivalent Code – Title	WD Number
Administrative Support	01020 - Administrative Assistant	05-2375
Technical Writer/Clerical	30463 - Tech Writer III	05-2375
Training Specialist	15050 - Computer Based Training Specialist / Instructor	05-2375
Service Support	01613 - Word Processor III	05-2375
Research Assistant	01113 - General Clerk III	05-2375
<p>The Service Contract Act (SCA) is applicable to this contract and 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 work be performed in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.</p>		

Blanket Purchase Agreement (BPA)

SUGGESTED BPA format

BEST VALUE
BLANKET PURCHASE AGREEMENT
FEDERAL SUPPLY SCHEDULE

(Insert Customer Name)

In the spirit of the Federal Acquisition Streamlining Act, (Agency) and ICF Incorporated, L.L.C. enter into a cooperative agreement to further reduce the administrative costs of acquiring commercial items from the General Services Administration (GSA) Federal Supply Schedule Contract(s) _____.

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

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

Signatures:

Agency Representative

Date

ICF Incorporated, L.L.C. Representative

Date

BPA NUMBER _____

(CUSTOMER NAME)
BLANKET PURCHASE AGREEMENT

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

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

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

(2) Delivery:

DESTINATION	* DELIVERY SCHEDULES / DATES
_____	_____
_____	_____

(3) The Government estimates, but does not guarantee, that the volume of purchases through this agreement will be _____.

(4) This BPA does not obligate any funds.

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

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

OFFICE	POINT OF CONTACT
_____	_____
_____	_____

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

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

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

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

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