



Delclos/Walsh Associates Inc.

Authorized Federal Supply Service Price List

Mission Oriented Business Integrated Services

MOBIS

Delclos/Walsh Associates, Inc.



Contract Holder
Contract GS-23F-8187H

Contract Number: GS-23F-8187H

Business Size: Small

FSC Group: 874

FSC Class: 8742

Special Item Numbers: 847-1, 847-2, 847-3, and 847-7

Contract Period: 02 June 1998 - 30 September 2012

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GS-23F-8187H - 02 June 1998 - 30 September 2012

Company Information

Ordering Information

Ordering/Payment Address

Delclos/Walsh Associates, Inc.
1499 Chain Bridge Road
Suite 201
McLean, Virginia 22101

Tel: (703) 506-0126

Ordering Details

Maximum Order:	\$1,000,000
Minimum Order:	\$300
Geographic Coverage:	Worldwide
Points of Production:	McLean, Virginia
Discount List Price:	Not Applicable
Quantity Discounts:	Not Applicable
Prompt Payment Terms:	Net 30 Days
Government Credit Card Accepted:	Yes
Discount for Payment by Government Credit Card:	None
Foreign Items:	None
Time of Delivery:	To Be Determined
Expedited Delivery:	Not Applicable
Overnight or 2-Day Delivery:	Not Applicable
Urgent Requirements:	Not Applicable
F.O.B. Points:	Not Applicable
Warranty Provision:	Not Applicable
Export Packing Charges:	Actual Costs
Terms and Conditions of Government:	Not Applicable
Commercial Credit Card Acceptance:	Not Applicable

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Contact

Company Name:	Delclos/Walsh Associates Inc.
Address:	1499 Chain Bridge Rd.
	Suite 201
	McLean, VA 22101
Phone:	703-506-0126
Fax:	703-790-0057
Point of Contact:	Lawrence Delclos
Email:	LarryDelclos@Delclos-Walsh.com
Web Site:	www.Delclos-Walsh.com

Profile

Delclos/Walsh Associates, Inc. is a professional services firm offering a variety of management, financial consulting, technical and real estate services to private industry, and state and federal government clients.

Headquartered in metropolitan Washington, DC, Delclos/Walsh has competed successfully for eleven years in the government-contracting arena. Currently Delclos/Walsh is a graduate of the SBA 8(a) vendor program and is approved under two GSA schedules – MOBIS (Consulting, Facilitation & Survey Services, Program Integration and Project Management Services), Financial and Business Solutions Services (Due Diligence, Accounting, Budgeting and Financial Management Related Training).

Principals Larry Delclos and John Walsh have been successful senior executives in banking and financial services and have recruited an extensive network of highly qualified Associates with diverse skills and backgrounds. For each project, Delclos/Walsh assembles a dedicated team bringing the highest level of expertise and management to the task.

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Delclos/Walsh offers uncompromising service and has a track record of success on a wide variety of projects ranging from reengineering business processes to performing due diligence nationwide on multi-family properties.

Under some recent contracts, Delclos/Walsh has designed an Institutional Early Warning Analysis and Lender Evaluation System, provided Strategic Planning and Analysis with respect to establishing and implementing a loan sale program, and provided support in the Development of Policies, Regulations and Systems for Effective Supervision of Small Business Lending companies for the SBA. We are currently providing Bank & Thrift Examination Support services for the OCC and the OTS and Customer Service Survey support to the PBGC.

Delclos/Walsh offers comprehensive services in organizational analysis and financial services management. Their background and experience uniquely positions them to understand client's needs quickly and efficiently manage projects to successful conclusion.

Contract Information

Special Item Numbers

847-1

Consulting Services often begin with scheduling a meeting to help the consultant understand exactly what the needs of the client are. This normally takes place between our Senior Consultant and the Senior Officer or Officers in a specific agency or business unit. The objective of this meeting is to exchange information that might best be used to help arrive at a solution to the problem. Examples of some of the types of services that may be selected are:

Benchmarking may be used as a means of identifying best practices already in use in government or industry, documenting them and then devising a plan to implement those practices in an appropriate way within the user organization. The Benchmarking practice has been used successfully in government agencies, as well as by government contractors and can certainly support the MOBIS process. Simply stated, this sharing of ideas allows agencies to avoid costly and time-consuming duplication of what others have already tried and learned from. Delclos/Walsh Associates, Inc. works hand-in-hand on site with the agency or company to examine existing practices, uncover best practices and implement improved practices.

Business Process Reengineering is often used when there has been a dramatic change in the mission of a company or agency. Changes, such as downsizing or consolidation of two or more organizations, often require more than just changing an organization chart. Business Process Reengineering includes an evaluation and agreement on a unit's mission, customer base, staffing needs, training requirements, objectives and performance measurement systems. The resulting improvements will provide cost savings and efficient, improved overall performance. Our staff members have a proven track record in designing and implementing reengineering programs and would work closely with those involved to minimize the disruption and maximize the effectiveness of the new organization.

Objective Setting All objectives must be performance objectives, aimed at doing rather than at good intentions. The innovative objective is the one through which an agency or company makes operational it's definition of what their business should be. Setting good objectives involves much more than just list making. It involves consensus building, harnessing of resources and the development of strategy and business plans to map out the way.



Strategic and Business Planning is the continuous process of making present entrepreneurial (risk taking) decisions systematically and with the greatest knowledge of their futurity. It involves organizing the forces needed to carry out the plan and putting in place performance measures that act as a guide post on the way to completing the mission.

Quality Management is a part of a process used to continually provide quality service to a group of clients. It usually involves the development of a measurement and feedback process that helps a business unit understand its client's needs and react to their expectations.

Consultative Services are valuable tools that can be customized to support a variety of needs. They bring experience and expertise, from an outside source, to supplement the effort of a management team. This type of teaming can be used to successfully address challenges, improve performance and efficiency throughout government organizations.

847-2

Facilitation Services can be used to support MOBIS in various ways. It can be used to help agencies involved in streamlining, downsizing and in cases where various business units may be involved in merging their efforts or operations. An objective outsider can use it to introduce a fresh point of view. Often a staff gets so used to talking with each other that they stop listening to what is really being said. Staff meetings become dull and repetitive. An outsider (facilitator), coordinating the meeting, can free up everyone on staff to participate freely and generate new ideas for discussion. Delclos/Walsh Associates, Inc. facilitates additional type meetings designed to help clients decide where they are going and plan how they will get there. Frequently, much of what an organization needs to know is already there, it just needs some help from objective outsiders to get defined and acted upon. In addition to acting as a coordinator for staff meetings, Delclos/Walsh Associates, Inc. also offers other services designed to meet specific needs.

Brainstorming Sessions usually are one day and take place at the client's site. Sessions usually involve from two to fourteen people and are devoted to a topic that the client wishes to define and/or clarify. Brainstorming sessions are excellent ways to get management teams to share ideas in a positive environment.

Workshops are usually one to three days long, can address multiple issues and should involve all stakeholders in the issues. These sessions are planning oriented with the emphasis on interaction between staff members. Delclos/Walsh Associates, Inc. helps the client with agenda development, facilitates the meeting and produces a summary report for the use of all participants.



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Retreats are designed to get teams away from the office for one to three days in a setting conducive to both hard-work and relaxation. Involving from ten to fifty people, retreats can include management, staff, outside advisors or any combination of those groups. Successful retreats have addressed such topics as building a new vision for the agency, team building, strategic planning and market planning. Delclos/Walsh Associates, Inc. helps its retreat clients develop the agenda, facilitates the meeting and then delivers, within one week, a written summary of the proceedings.

Seminars bring together compelling, timely speakers with interested managers. Delclos/Walsh Associates, Inc. also develops and facilitates these for our clients. The speakers are experts on a wide variety of topics, including Team Building, Strategic Planning, Networking, Guerrilla Marketing, Evaluating Outside Advisors and others. Seminars are usually two hours to one half day and are designed to impart useful information in a timesaving format.

Managing an organization today means dealing with change. Managers are often faced with the challenge of managing two time frames, the end of next week and five years from now. Facilitation services can help leaders and staff deal, not only with the current realities each of them to face, but the development of a vision for the future of their unit.

874-3

Survey Services are a vital part of any business units efforts to understand the needs of it's customers, the capabilities of their own business unit to meet those needs and the degree of success they have had in fulfilling their customers expectation. Survey and research services aid management in making informed decisions. Research can serve the purpose of discovering and measurement. As discovery it is used to find out what a particular group wants or needs or how they might react to a particular new concept, idea or product. As a measurement or tracking tool, it is used to determine how well a particular audience has been served, or if a message has been effectively communicated.

Surveys can be conducted using focus groups, mail surveys, executive interviewing, telephone interviewing, intercept interviewing, or one-on-one interviews. Survey and research projects stem directly from management questions and lead to management action. Once a client's needs are determined, techniques are selected which will yield answers most efficiently, balancing precision, time and cost factors for maximum benefit. The following are some of the techniques commonly used in research.

Focus Groups

This is a qualitative technique used to uncover the range of ideas and impressions

related to a particular subject. They are also useful to determine the language used by the target audience and get an emotional response. They are useful for showing or demonstrating things such as advertising or new product design. As focus groups are usually done with small groups of respondents who are somewhat biased as they are participating in a discussion, results cannot be projected to the audience under study. Focus groups are often used to help define the issues for a quantitative survey.

Mail Survey

A mail survey is a quantitative technique where results can be projected to the market under study. However, there are several limitations to a mail survey. First, there is a potential non-response bias because someone is selecting whether to respond or not respond to the questions. There is a risk that those not responding have different answers than those who did. Small returns on mail surveys increase the risk of the non-response bias. Also, mail surveys tend to be completed by elderly people who have more time or people who particularly like or dislike the topic under discussion. Mail surveys are best used for member organizations where the respondents have some personal reason to return the survey or in situations where high response rates can be obtained.

Intercept Survey

This type of research involves stopping people in a particular area to complete a scripted survey. They are often conducted at shopping malls where there are lots of patrons. There is a certain amount of bias in who is at the location where interviewing is being conducted and who agrees to stop and be interviewed. However, large numbers of respondents can be interviewed in a short period and things can be shown to get reactions. In large numbers, intercept interviews are a quantitative technique with findings that can be projected to the market under study. In small numbers of personal interviews, results can generally only be used qualitatively.

Telephone Survey

This technique addresses the weakness in many of the previously mentioned techniques. Although non-response bias can be present due to respondents refusing to be interviewed or having them unavailable, these weaknesses can be limited through the use of callbacks and the use of other techniques to encourage participation in the study. Telephone interviewing requires proper training, with a representative random sample, and a questionnaire tested for pertinence, understanding, and objectivity. Telephone surveys can be conducted through the use of traditional paper and pencil or through computer assisted interviewing. Computer assisted interviewing has advantages in speed and management of skip patterns, but has some disadvantages in managing open-ended questions and in staffing interviewers with both typing and phone skills.

The steps usually employed in a focus study are as follows:

- Discuss objectives of the study and what information is needed. Review lists and other sources for potential participants. Develop a sampling plan and a recruitment guide.
- Develop an interview guide in consultation with you, which will serve as the outline for the material to be covered by the moderator.
- Recruit participants for a given time and place. Typically, we would recruit 14 participants. Generally, eight to ten people will participate. There will be two sessions planned. One group is held at 6:00 p.m. and the other at 8:00 p.m. at the same facility. A light meal is furnished for 6:00 p.m. groups. Meal's can also be arranged for observers.
- Provide interview facilities with a one-way mirror.
- Have a professional moderator conduct sessions.
- Provide a monetary incentive for participants.
- Record the proceedings and furnish an audiocassette tape of them. As an option, video recording can be provided.
- Provide an executive summary of the major points and discuss them.

The procedure followed in conducting a telephone study would normally be as follows:

- Consult on the objectives and content of the questionnaire. Design a sampling plan and obtain sample.
- Modify design of the questionnaire based upon client comments.
- Test the questionnaire. Conduct 15 to 20 initial interviews to determine how well the survey is working, being understood, is pertinent to objectives and covers the issues.
- Revise the questionnaire after discussion and evaluation of the test interviews. Design interview instructions. Program system if computer assisted.
- Conduct the telephone interviews following call back procedures and utilize a sampling of verifications
- Prepare final tabulations with appropriate statistical test. For ease of understanding, total results for better understanding motivations behind responses. More advanced techniques can also be used, such as multiple regression, factor analysis, and cluster analysis.
- Prepare summary report utilizing charts, graphs and tables to clearly present findings. Formulate conclusions supported by the findings and assist in arriving at recommendations that can be used by the organization commissioning the study.

Market research can be used to determine customer satisfaction, market potential, receptivity to new products, advertising effectiveness, and evaluation of image, positioning, attitudes, awareness and utilization among other topics. It is a critical tool in both the public and private sector for helping to make effective and efficient decisions.

874-7

Program Integration and Project Management Services

Beginning in the mid-1990's, Federal Agencies began to realize the value of program integration and take action accordingly. The awareness first came about in the information systems area, trying to get one system to "talk" to another system. With each new technological advance came the additional challenge of making the old and the new integrated into one. Then the concept of program integration began to take hold. While staff might have seen overlapping services between departments or recognized how one program impacted another, there had been no overall initiative to do something about it.

Two major things occurred over time and both highlighted the desperate need for program integration:

1. Passage of the Government Performance and Results Act (GPRA); and
2. Growth of reengineering activities within the Federal agencies.

GPRA required Five Year Strategic Plans on an agency-by-agency basis; a first in the Federal environment. The Plan requirements forced Federal managers to look at their agency like a business: what is our mission, what are our goals, what is our plan to achieve those goals, and what resources do we need. Those first plans highlighted conflicts in the delivery of services between agencies and within agencies. Reengineering became an activity in part to address just such conflicts. As contractors came in and began the reengineering process, they found the tentacles of program activities extended far and wide, but they recognized that integration was a mandate. And they came to the realization that integration was not always possible today, but just knowing what needs to be integrated was viewed as value-added.

As Federal resources have dwindled in the mid-to-late 1990's, the need for professional services has multiplied. In some cases, staffs are struggling just to perform the daily operational requirements; in others, the expertise does not exist in-house. Both situations have led to more reliance on professional service contractors for program and project management.



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Delclos/Walsh Associates, Inc. has a team of seasoned professional who bring experiences from both the private and public sectors, and from a host of finance-related industries, including banking, Federal budgeting, credit portfolio management and disposition, financial advisory consulting, and financial management consulting.

Labor Category Descriptions

Executive Consultant Specialist – Recognized industry expert with demonstrable track record of clients and success in a given field. Has Master’s Degree or equivalent experience of at least four years work in his field.

Senior Program Manager - Experienced professional manager. Capable of managing and directing team members possessing varying management disciplines towards the achievement of a common goal. Interacts well with other senior managers. Holds a Master’s Degree or has equivalent experience of at least four years work in his field.

Managing Principal - Principal of firm. Experienced at developing and designing work plans and strategies. Assures clients objectives are met. Has Master’s or equivalent experience of at least four years work in his field.

Senior Manager - Professional Manager. Has experience developing and launching programs and directing a team to implement program. Demonstrates superior interpersonal skills, superior writing and communication skills. Holds a Master’s degree or has equivalent experience of at least four years work in his field.

Program Executive– Recognized expert with demonstrable track record and success in a particular field. Has Master’s Degree or equivalent experience of at least four years work in his field.

Senior TQM Advisor - Experienced in monitoring contracts and possesses professional skills in areas of quality control. Holds a Master’s Degree, or has equivalent experience of at least four years work in his field.

Senior Consultant – Senior level manager, has experience in monitoring large contracts and directing corporate business processes. Can direct major projects, has excellent leadership and professional skills. Holds a Master’s Degree, or has equivalent experience of at least four years work in his field.

Program Manager - Professional manager. Capable of providing team leadership and managing detailed programs with accountability for results. Holds a Master’s Degree or has equivalent experience of at least four years work in his field.

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Technical Consultant – Recognized expert with demonstrable track record and success in a particular field. Has Bachelor’s Degree or equivalent experience of at least three years work in his field.

Assistant Program Manager - Assists manager in carrying out plans and objectives of the program. Provides guidance to team during manager’s absence. Bachelor’s Degree or equivalent experience of at least three years work in his field.

Technical Supervisor - Experienced mid-level manager, can support Senior Officer in monitoring contracts. Has consistently high attention to detail and can implement a plan to meet stated objectives. Holds Bachelor’s Degree or equivalent experience of at least three years work in his field.

Technical Staff - Member of technical team. Responsible for implementing technical aspects of various projects. Has experience in technical area applicable to project. Holds Bachelor’s Degree in appropriate subject area or has equivalent experience of at least three years work in his field.

Technical Associate - Trained professional. Capable of working alone or as a member of a team. Holds a Bachelor’s Degree or has equivalent experience of at least three years work in his field.

Staff Assistant - Supports all members of project team. Performs administrative tasks as assigned. Has high school degree or equivalent experience of at least one year work in his field.

Pricing

Hourly Rates

874-1

LABOR CATEGORIES	2008	2009	2010	2011	2012
EXECUTIVE CONSULTANT SPECIALIST	\$251.41	\$258.95	\$266.72	\$274.72	\$282.96
SENIOR PROGRAM MANAGER	\$231.46	\$238.40	\$245.56	\$252.92	\$260.51
MANAGING PRINCIPAL	\$198.67	\$204.63	\$210.77	\$217.09	\$223.60
SENIOR MANAGEMENT	\$196.17	\$202.06	\$208.12	\$214.36	\$220.79
PROGRAM EXECUTIVE	\$219.50	\$226.09	\$232.87	\$239.85	\$247.05
SENIOR CONSULTANT	\$194.47	\$200.30	\$206.31	\$212.50	\$218.88
PROGRAM MANAGER	\$178.81	\$184.17	\$189.70	\$195.39	\$201.25
TECHNICAL CONSULTANT	\$153.59	\$158.20	\$162.94	\$167.83	\$172.87
ASSISTANT PROGRAM MANAGER	\$135.04	\$139.09	\$143.26	\$147.56	\$151.99
TECHNICAL SUPERVISOR	\$119.21	\$122.79	\$126.47	\$130.26	\$134.17
TECHNICAL STAFF	\$85.84	\$88.42	\$91.07	\$93.80	\$96.61
TECHNICAL ASSOCIATE	\$78.47	\$80.82	\$83.25	\$85.75	\$88.32
STAFF ASSISTANT	\$49.66	\$51.15	\$52.68	\$54.26	\$55.89

874-2

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EXECUTIVE CONSULTANT SPECIALIST	\$251.41	\$258.95	\$266.72	\$274.72	\$282.96
SENIOR PROGRAM MANAGER	\$231.46	\$238.40	\$245.56	\$252.92	\$260.51
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874-3

LABOR CATEGORIES	2008	2009	2010	2011	2012
EXECUTIVE CONSULTANT SPECIALIST	\$251.41	\$258.95	\$266.72	\$274.72	\$282.96
SENIOR PROGRAM MANAGER	\$231.46	\$238.40	\$245.56	\$252.92	\$260.51
MANAGING PRINCIPAL	\$198.67	\$204.63	\$210.77	\$217.09	\$223.60
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TECHNICAL ASSOCIATE	\$78.47	\$80.82	\$83.25	\$85.75	\$88.32
STAFF ASSISTANT	\$49.66	\$51.15	\$52.68	\$54.26	\$55.89

874-7

LABOR CATEGORIES	2008	2009	2010	2011	2012
EXECUTIVE CONSULTANT SPECIALIST	\$251.41	\$258.95	\$266.72	\$274.72	\$282.96
SENIOR PROGRAM MANAGER	\$231.46	\$238.40	\$245.56	\$252.92	\$260.51
MANAGING PRINCIPAL	\$198.67	\$204.63	\$210.77	\$217.09	\$223.60
SENIOR MANAGEMENT	\$196.17	\$202.06	\$208.12	\$214.36	\$220.79
PROGRAM EXECUTIVE	\$219.50	\$226.09	\$232.87	\$239.85	\$247.05
SENIOR CONSULTANT	\$194.47	\$200.30	\$206.31	\$212.50	\$218.88
PROGRAM MANAGER	\$178.81	\$184.17	\$189.70	\$195.39	\$201.25
TECHNICAL CONSULTANT	\$153.59	\$158.20	\$162.94	\$167.83	\$172.87
ASSISTANT PROGRAM MANAGER	\$135.04	\$139.09	\$143.26	\$147.56	\$151.99
TECHNICAL SUPERVISOR	\$119.21	\$122.79	\$126.47	\$130.26	\$134.17
TECHNICAL STAFF	\$85.84	\$88.42	\$91.07	\$93.80	\$96.61
TECHNICAL ASSOCIATE	\$78.47	\$80.82	\$83.25	\$85.75	\$88.32
STAFF ASSISTANT	\$49.66	\$51.15	\$52.68	\$54.26	\$55.89



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Daily Rates

874-1

LABOR CATEGORIES	2008	2009	2010	2011	2012
EXECUTIVE CONSULTANT SPECIALIST	\$2,011.28	\$2,071.62	\$2,133.77	\$2,197.78	\$2,263.71
SENIOR PROGRAM MANAGER	\$1,851.68	\$1,907.23	\$1,964.45	\$2,023.38	\$2,084.08
MANAGING PRINCIPAL	\$1,589.36	\$1,637.04	\$1,686.15	\$1,736.74	\$1,788.84
SENIOR MANAGEMENT	\$1,569.36	\$1,616.44	\$1,664.93	\$1,714.88	\$1,766.33
PROGRAM EXECUTIVE	\$1,756.00	\$1,808.68	\$1,862.94	\$1,918.83	\$1,976.39
SENIOR CONSULTANT	\$1,555.76	\$1,602.43	\$1,650.51	\$1,700.02	\$1,751.02
PROGRAM MANAGER	\$1,430.48	\$1,473.39	\$1,517.60	\$1,563.12	\$1,610.02
TECHNICAL CONSULTANT	\$1,228.72	\$1,265.58	\$1,303.55	\$1,342.66	\$1,382.94
ASSISTANT PROGRAM MANAGER	\$1,080.32	\$1,112.73	\$1,146.11	\$1,180.49	\$1,215.91
TECHNICAL SUPERVISOR	\$953.68	\$982.29	\$1,011.76	\$1,042.11	\$1,073.38
TECHNICAL STAFF	\$686.72	\$707.32	\$728.54	\$750.40	\$772.91
TECHNICAL ASSOCIATE	\$627.76	\$646.59	\$665.99	\$685.97	\$706.55
STAFF ASSISTANT	\$397.28	\$409.20	\$421.47	\$434.12	\$447.14

874-2

LABOR CATEGORIES	2008	2009	2010	2011	2012
EXECUTIVE CONSULTANT SPECIALIST	\$2,011.28	\$2,071.62	\$2,133.77	\$2,197.78	\$2,263.71
SENIOR PROGRAM MANAGER	\$1,851.68	\$1,907.23	\$1,964.45	\$2,023.38	\$2,084.08
MANAGING PRINCIPAL	\$1,589.36	\$1,637.04	\$1,686.15	\$1,736.74	\$1,788.84
SENIOR MANAGEMENT	\$1,569.36	\$1,616.44	\$1,664.93	\$1,714.88	\$1,766.33
PROGRAM EXECUTIVE	\$1,756.00	\$1,808.68	\$1,862.94	\$1,918.83	\$1,976.39
SENIOR CONSULTANT	\$1,555.76	\$1,602.43	\$1,650.51	\$1,700.02	\$1,751.02
PROGRAM MANAGER	\$1,430.48	\$1,473.39	\$1,517.60	\$1,563.12	\$1,610.02
TECHNICAL CONSULTANT	\$1,228.72	\$1,265.58	\$1,303.55	\$1,342.66	\$1,382.94
ASSISTANT PROGRAM MANAGER	\$1,080.32	\$1,112.73	\$1,146.11	\$1,180.49	\$1,215.91
TECHNICAL SUPERVISOR	\$953.68	\$982.29	\$1,011.76	\$1,042.11	\$1,073.38
TECHNICAL STAFF	\$686.72	\$707.32	\$728.54	\$750.40	\$772.91
TECHNICAL ASSOCIATE	\$627.76	\$646.59	\$665.99	\$685.97	\$706.55
STAFF ASSISTANT	\$397.28	\$409.20	\$421.47	\$434.12	\$447.14



Delclos Walsh Associates

Authorized Federal Supply Schedule Price List and Catalog
 GSA Schedule 874, MOBIS, SIN 874-1, 874-2, 874-3, and 874-7
 GS-23F-8187H - 02 June 1998 - 30 September 2012

874-3

LABOR CATEGORIES	2008	2009	2010	2011	2012
EXECUTIVE CONSULTANT SPECIALIST	\$2,011.28	\$2,071.62	\$2,133.77	\$2,197.78	\$2,263.71
SENIOR PROGRAM MANAGER	\$1,851.68	\$1,907.23	\$1,964.45	\$2,023.38	\$2,084.08
MANAGING PRINCIPAL	\$1,589.36	\$1,637.04	\$1,686.15	\$1,736.74	\$1,788.84
SENIOR MANAGEMENT	\$1,569.36	\$1,616.44	\$1,664.93	\$1,714.88	\$1,766.33
PROGRAM EXECUTIVE	\$1,756.00	\$1,808.68	\$1,862.94	\$1,918.83	\$1,976.39
SENIOR CONSULTANT	\$1,555.76	\$1,602.43	\$1,650.51	\$1,700.02	\$1,751.02
PROGRAM MANAGER	\$1,430.48	\$1,473.39	\$1,517.60	\$1,563.12	\$1,610.02
TECHNICAL CONSULTANT	\$1,228.72	\$1,265.58	\$1,303.55	\$1,342.66	\$1,382.94
ASSISTANT PROGRAM MANAGER	\$1,080.32	\$1,112.73	\$1,146.11	\$1,180.49	\$1,215.91
TECHNICAL SUPERVISOR	\$953.68	\$982.29	\$1,011.76	\$1,042.11	\$1,073.38
TECHNICAL STAFF	\$686.72	\$707.32	\$728.54	\$750.40	\$772.91
TECHNICAL ASSOCIATE	\$627.76	\$646.59	\$665.99	\$685.97	\$706.55
STAFF ASSISTANT	\$397.28	\$409.20	\$421.47	\$434.12	\$447.14

874-7

LABOR CATEGORIES	2008	2009	2010	2011	2012
EXECUTIVE CONSULTANT SPECIALIST	\$2,011.28	\$2,071.62	\$2,133.77	\$2,197.78	\$2,263.71
SENIOR PROGRAM MANAGER	\$1,851.68	\$1,907.23	\$1,964.45	\$2,023.38	\$2,084.08
MANAGING PRINCIPAL	\$1,589.36	\$1,637.04	\$1,686.15	\$1,736.74	\$1,788.84
SENIOR MANAGEMENT	\$1,569.36	\$1,616.44	\$1,664.93	\$1,714.88	\$1,766.33
PROGRAM EXECUTIVE	\$1,756.00	\$1,808.68	\$1,862.94	\$1,918.83	\$1,976.39
SENIOR CONSULTANT	\$1,555.76	\$1,602.43	\$1,650.51	\$1,700.02	\$1,751.02
PROGRAM MANAGER	\$1,430.48	\$1,473.39	\$1,517.60	\$1,563.12	\$1,610.02
TECHNICAL CONSULTANT	\$1,228.72	\$1,265.58	\$1,303.55	\$1,342.66	\$1,382.94
ASSISTANT PROGRAM MANAGER	\$1,080.32	\$1,112.73	\$1,146.11	\$1,180.49	\$1,215.91
TECHNICAL SUPERVISOR	\$953.68	\$982.29	\$1,011.76	\$1,042.11	\$1,073.38
TECHNICAL STAFF	\$686.72	\$707.32	\$728.54	\$750.40	\$772.91
TECHNICAL ASSOCIATE	\$627.76	\$646.59	\$665.99	\$685.97	\$706.55
STAFF ASSISTANT	\$397.28	\$409.20	\$421.47	\$434.12	\$447.14

