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General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Pricelist

MISSION ORIENTED BUSINESS INTEGRATED SERVICES (MOBIS)

SRA International, Inc.

Contract Number: GS-23F-9806H
Contract Period: July 15, 1998 – September 30, 2017

Class 874, FSC/PSC Code/Special Item Number (SIN):

R499/874-1, 874-1(RC)	Integrated Consulting Services
U006/874-4, 874-4(RC)	Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships
R707/874-6, 874-6(RC)	Acquisition Management Support
R499/874-7, 874-7(RC)	Integrated Business Program Support Services

4300 Fair Lakes Court
Fairfax, Virginia 22033-4232
Phone: (703) 803-1500
Fax: (703) 803-1509
e-mail: schedules@sra.com
SRA Website: www.sra.com
Business Size: Large



On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The INTERNET address GSA Advantage!® is: GSAAdvantage.gov. For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at fss.gsa.gov. Prices Shown Herein are Net (discount deducted).

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SECTION 1. GENERAL INFORMATION

SRA Consulting Services

SRA International, Inc. (SRA) is a leading provider of professional services to U.S. Federal Government organizations to include civilian agencies, healthcare, national security, DoD and intelligence agencies. SRA brings more than 35 years of corporate experience including Integrated Consulting, Training, Acquisition Management, and Integrated Business Program Support services.

SRA is comprised of top-quality, highly skilled professionals with significant expertise across all disciplines of consulting, facilitation, training, acquisition and program management support. SRA's deep understanding of the critical issues that our Government customers' face derives from personnel who can understand and recommend innovative solutions to meet their problems. Our team approach blends the knowledge and proficiency of each project team member to meet the needs of our clients.

Our long track record of success in providing management and strategic support to Federal agencies to address a wide spectrum of issues makes our team thoroughly qualified to offer all identified services. We have supported our clients in identifying the best approaches to meet their needs and worked with them to fulfill their strategic objectives. This experience can be applied to all agencies in order to mitigate risks and maximize the probability of delivering successful results. SRA has built an impressive portfolio of federal agency support through numerous contracts to include the MOBIS Schedule. Our extensive background in consulting, facilitation, training, acquisition, and program support enables us to offer support on Special Item Numbers (SIN) 874-1 Integrated Consulting Services, 874-4 Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships, 874-6 Acquisition Management Support, and 874-7 Integrated Business Program Support Services. We believe that our success is grounded on the core values that we have stressed since our inception: an ethic of honesty and service; quality work and customer satisfaction; and caring about our people.

SECTION 2. CUSTOMER INFORMATION

1a. Awarded Special Item Numbers (SIN):

874-1	Integrated Consulting Services
874-4	874-4 Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships
874-6	Acquisition Management Support
874-7	Integrated Business Program Support Services

The following SINs are also incorporated to include Recovery Purchasing (for state and local governments to use GSA Schedules for disaster recovery):

874-1RC	Integrated Consulting Services
874-4RC	Training Services: Instructor Lead Training, Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships
874-6RC	Acquisition Management Support
874-7RC	Integrated Business Program Support Services

1b. Lowest price model number and lowest unit price. Not applicable

1c. Description of corresponding commercial job titles, experience, functionality and education for those types of employees or subcontractor who will perform services. See Sections 6 and 7 for labor category descriptions and rates.

- 2. Maximum Order:** \$1,000,000. The maximum delivery/task order limit for this contract is \$1,000,000. Notwithstanding this limit, ordering agencies may place, and SRA may honor, orders exceeding this limit in accordance with FAR 8-404. Ordering agencies are encouraged to seek price reductions for orders in excess of \$1,000,000.
- 3. Minimum Order:** \$100. There is a \$100 minimum dollar value limitation on delivery/task orders placed under this schedule.
- 4. Mixed Orders:** Ordering agencies may issue delivery/task orders that contain both Schedule and non-Schedule items. The value of the non-Schedule part of the delivery/task order shall be small or insignificant compared to the total cost of the delivery/task order.
- 5. Geographic Coverage:** The geographic scope of this contract includes the 50 United States, the District of Columbia, and OCONUS locations.

6. Points of Production:

SRA International, Inc.
4300 Fair Lakes Court
Fairfax, VA 22033
or as determined in each task order

7. Discount from List Prices or Statement of Net Price: As negotiated and mutually agreed to for each individual delivery/task order. (Using the attached hourly rates)

8. Quantity Discounts: As negotiated and mutually agreed to for each delivery/task order.

9. Prompt Payment Discount: None.

10a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold: SRA will accept the Government purchase card for payments equal to or less than the micro-purchase threshold for task orders.

10b. Notification that Government purchase cards are accepted or not accepted above the micro-purchase threshold: SRA will accept the Government purchase card for payments above the micro-purchase threshold.

11. Foreign Items: None.

12a. Time of Delivery: To be determined in each task order.

12b. Expedited Delivery: Items available for expedited delivery are noted in this price list.

12c. Overnight and 2-Day Delivery: SRA does not offer overnight and two (2) day delivery times for MOBIS Services.

12d. Urgent Requirements: Customers may send an e-mail to schedules@sra.com to meet urgent requirements.

13. F.O.B. Point. Destination

14a. Ordering Address.

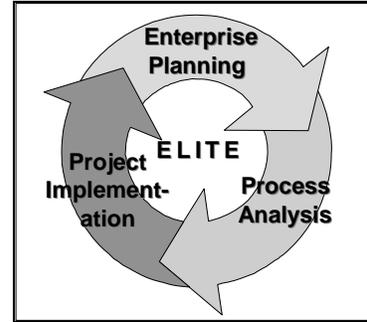
SRA International, Inc.
Attn: Carla S. Jamison
4300 Fair Lakes Court
Fairfax, VA 22033-4232
Phone : (703) 502-1232
Fax : (703) 803-1509
Email : schedules@sra.com

- 14b. Ordering Procedures.** For supplies and services, the ordering procedures and information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.
- 15. Payment Address.**
- SRA International, Inc.
Attn: Accounts Receivable
P.O. Box 742213
Atlanta, GA 30374-2213
- 16. Warranty Provision.** Not applicable.
- 17. Export Packing Charges.** Not applicable.
- 18. Terms and conditions of Government purchase Card acceptance:** SRA accepts the Government Purchase Card for purchases equal to or less than the micro-purchase threshold. The Ordering Agency shall provide the card number and expiration date.
- 19a. Special Attributes such as environmental Attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants):** Not applicable.
- 19b. Section 508:** SRA shall comply with Section 508 and the applicable standards, functional performance and support required as identified and required in the task order statement work. The EIT standards can be found at: www.Section508.gov.
- 20. Statistical Data for Government Ordering Office:**
- Data Universal Number Systems (DUNS): 09-777-9698
Cage Code: 6R517
Tax Payer Identification Number (TIN): 54-1013306
Type of Contractor: Large
- 21. Notification Regarding Registration in System for Award Management (formerly Central Contractor Registration (CCR)):** SRA is registered in the System for Award Management (SAM) database.

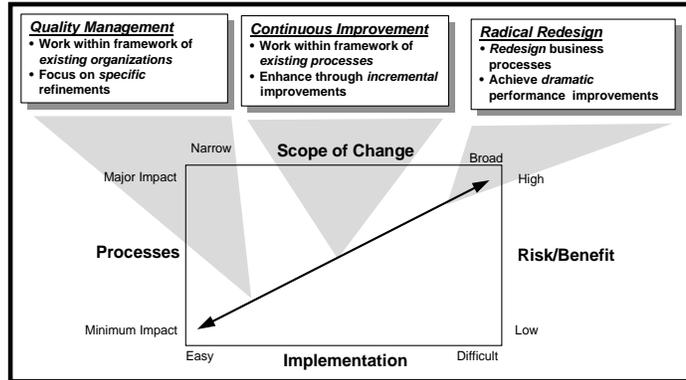
SECTION 3. MOBIS SERVICES

INTEGRATED CONSULTING SERVICES (SIN 874-1, 874-1RC)

SRA’s consulting services cover the full lifecycle of change in an organization. *Enterprise Planning* develops goals, performance measures and change strategies to direct the business unit. *Process Analysis* uses models, workshops, and other analytical techniques to identify improvement opportunities in core processes and design the projects to implement the improvements. *Project Implementation* develops and fields new processes, organizational structures, incentives, and enabling information technology. It changes how people work and how they think of themselves in the organization.



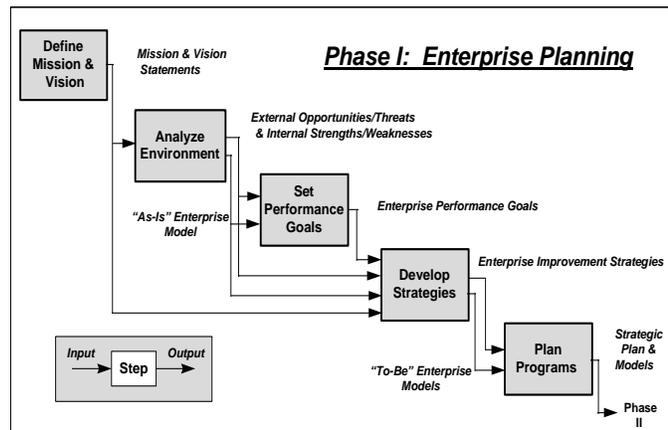
SRA has a structured methodology, called ELITE, that guides our support in all three phases of the cycle. ELITE draws elements from the full spectrum of the commonly used change methodologies. We can apply Total Quality Management (TQM) techniques in simpler projects or use Radical Reengineering when the circumstances require a dramatic change within a short time. The next three sections describe our consultation services in each phase of the change lifecycle.



Enterprise Planning

Strategic Planning. Strategic planning sets the overall direction for an organization based on an analysis of organizational capabilities and environmental opportunities and threats. Our strategic planning services are based on a five-step approach, customized to each client, that defines a mission and vision for the organization; analyzes the internal and external environment; establishes performance goals; develops strategies; and plans the programs to execute the strategies.

Benchmarking. Benchmarking is the process of identifying best practices that can be adapted to improve an organization’s performance. We use benchmarking to help clients generate new ideas for process improvement, establish feasible performance targets, understand the costs and benefits of proposed improvements, and motivate by example those who will implement the changes.

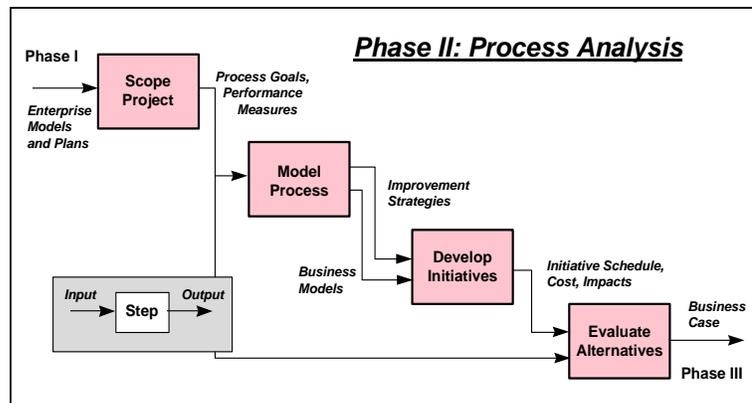


Performance Management. SRA offers a comprehensive program to assist its clients in choosing appropriate performance measures, designing cost-effective data collection methods, and analyzing performance results. Our process for defining measures begins with a clear statement of the organizational goals for which measures are required, uses performance measure databases to identify candidates, and applies the SMART (specific, measurable, attainable, results-oriented, time-bound) criteria to select a limited number of measures for use.

Program Evaluation. Program evaluations provide a detailed assessment of program operations (a process audit) or program effects (an impact evaluation) for use in strategic planning or responding to oversight bodies. SRA’s process for conducting program evaluations starts with an evaluation design that specifies the scope and objectives for the study, describes key outcomes to be assessed, identifies what data must be collected, and outlines the analytical approach for determining program impacts.

Process Analysis

Activity Modeling. Activity modeling represents business processes in terms of component tasks and the flows that interrelate the tasks. SRA uses activity modeling throughout the change lifecycle to define core processes, provide the activity structure for activity based costing, and develop information system requirements.



Activity Based Costing. Activity based costing (ABC) is a technique for measuring the full cost of an organization’s products and services. As part of business improvement efforts, SRA builds ABC models to help Government clients (who typically lack any type of cost accounting information) identify activities consuming high levels of resources and understand how changes in their processes will affect costs.

Simulation. Simulation models are an important tool for business improvement efforts, combining the communication benefits of pictorial activity modeling with the resource analysis capabilities of ABC. SRA uses simulation in all phases of the change lifecycle, supporting strategic planning with conceptual models defining an organization’s internal processes and their relationship to external influences, “test driving” new process designs to estimate performance and cost, and providing the analytical foundation for operational performance management systems.

Business Case Analysis. A business case is the decision document for a management, organizational or business improvement effort, tying proposed projects to the strategic plan and assessing the anticipated effects on cost and performance. In a typical business case analysis effort, SRA describes the proposed projects and their link to organizational strategies; we estimate investment costs and the effects on operational costs and key performance measures; and then we prepare a cost-benefit analysis showing the payoff to the proposed changes.

Data Modeling. Understanding information requirements is often a critical part of business improvement efforts, especially when a new process is being developed. What specific information should be included, for example, in the strategic plans required by the Government Performance and Results Act (GPRA). Data modeling is a structured way to define the key concepts used in a process (“A goal is defined as …”) and show the business rules (“Each goal is described by one or more performance targets.”) that relate them.

Statistical Analysis. Statistical analysis is used in business improvement efforts whenever large amounts of data must be summarized, such as analyzing customer satisfaction surveys, evaluating the effects of Government programs on key outcomes, estimating operations costs for a business case analysis, or monitoring agency-wide performance. SRA can analyze time-series or cross-section data obtained from surveys or administrative databases using a wide variety of techniques, including descriptive statistics, ordinary and generalized least squares, structural models such as instrumental variables, time series analysis, waiting time models, limited dependent variable models such as probit and tobit, and neural network analysis.

Decision Analysis. Decision making is a critical part of any management, organizational or business improvement effort, ranging from selecting benchmarking partners to deciding on key strategies. Decision analysis techniques facilitate decision making by dividing complex choices into more manageable components. Our approach to decision analysis includes five steps: define the choices and selection criteria, develop weights representing the importance of each criterion, rank each choice against all the criteria, compute scores using decision tree or AHP methods, and evaluate the sensitivity of the results to variation in the weights and ranks.

Project Implementation

Change Management. Change management is the process of preparing managers and employees for new processes, organizations, and tools. Although we discuss it under project implementation, change management activities must occur throughout the lifecycle for organizations to successfully improve their performance. SRA offers a comprehensive array of change management services including organizational assessments to determine potential barriers to change, program development that uses the organizational assessment and the new business plan to specify the actions needed to overcome resistance, and program execution such as leadership development, team building, training, incentive design, and internal/external communications programs.

BPR Lab Sites. Successful BPR implementation requires the demonstration of management, business, and organizational changes in a “real” working environment. BPR labs provide the controlled environment in which to test, observe, analyze, and fully develop the concepts and initiatives of BPR. Testing must include establishing baseline measures and conducting ongoing measurements to confirm the effectiveness of initiatives.

SRA’s services in support of lab sites include designing the demonstration, developing the materials and tools needed for the proposed changes, measuring performance results, and evaluating the process and impact aspects of the demonstration.

Human Resource Management Studies. Business improvements often require supporting changes in the management of human resources. New strategies alter job requirements, affecting the mix of current jobs needed to perform the mission or forcing the creation of new jobs, such as customer service representatives. The knowledge, skills and abilities of the workforce then must be brought into balance through hiring new workers or retraining current employees. SRA offers an array of consulting services to help federal agencies improve their human resource management. We perform job analysis and requirements studies to define the appropriate mix of jobs and use organization design techniques to place those jobs in efficient operating structures. On the workforce side, we design compensation systems (such as pay-for-performance), build analytical models to forecast the skill composition of the workforce and evaluate the effects of personnel policies, and assess allowance and benefit programs for effectiveness, efficiency, and equity.

Optimization Modeling. Improving performance usually involves reallocating resources within an organization. When the reallocation problem is complex, involving many choices and constraints on possible solutions, optimization models can assist in making the correct allocation decisions. Capital budgeting, required of all federal agencies by OMB Circular A-11 (Part 3), is a management process that benefits from the application optimization models. SRA's optimization modeling services include the development of linear, integer, nonlinear, and goal programming models for any functional area (finance, distribution, human resource management, production, facilities management, etc.).

Information/EIS Requirements Analysis. SRA is helping managers identify, retrieve, and array in meaningful ways the high level integrated information required for decision making. Too often managers are presented with reams of paper containing numerous indecipherable codes, and are forced to manually compare reports from different business units to attempt to get a clear indicator of organizational performance. Executive Information Systems (EIS) focus on the meta-data of the firm and present the key performance indicators in a simple straight forward manner.

We work with customers to develop an efficient management approach that includes a robust set of metrics for project estimation and a complete set of automated tools to track cost, schedule, and progress with extremely low overhead.

Strategic Sourcing. SRA offers consulting services in support of strategic sourcing decisions and implementation. Consultants use both commercial activities procedures (OMB Circular A-76) and business case analysis to develop tailored opportunities for transferring and managing non-core business activities to third party providers. Senior reengineering consultants and subject matter experts provide critical skills to ensure success. SRA consultants assist client organizations in managing stakeholder interests, defining performance objectives, developing most efficient organizations, and estimating costs, benefits, and expected returns on investment.

Facilitation Services

Facilitation is an important part of process improvement. The facilitator helps the owners and users of the process analyze the process, determine how to improve the process, and then implement that improvement. In traditional consulting the consultant is an expert in the process

who performs the analysis, decision-making, and implementation for the customer. The facilitator does not work that way. The facilitator provides the client with ability to do the work much more rapidly and effectively than they would otherwise be able to do.

SRA supports the continuous process improvement efforts through formal workshops and across the full spectrum of other management, organizational, and business improvement efforts. To correct shortcomings, SRA is introducing the Chief Information Officer (CIO) concept in compliance with the Information Technology Management Reform Act (ITMRA). Another example is the Chief Financial Officer (CFO) concept to consolidate fiscal responsibility in compliance with the FASAB cost accounting standards Act across the headquarters of one of our most important federal clients. These initiatives are introducing other horizontal management initiatives in compliance with the GPRA. SRA facilitation is a catalyst in all these activities, helping our clients to focus on the problems they face, and to develop workable solutions, to implement their improvements, to manage change effectively, and to sustain their continuous process improvement program.

Facilitation cuts across all of other reengineering processes. SRA's facilitators will help you in:

- Preparing your strategic plan
- Making activity, data, and workflow modeling more effective
- Streamlining your management and decision processes
- Structuring alternatives for consideration
- Reaching sound decisions that are best for you and your business
- Building consensus among your key stakeholders
- Lubricating your implementation process
- Changing how you and your people work
- Managing that change more effectively and less painfully,
- Sustaining your continuous process improvement.

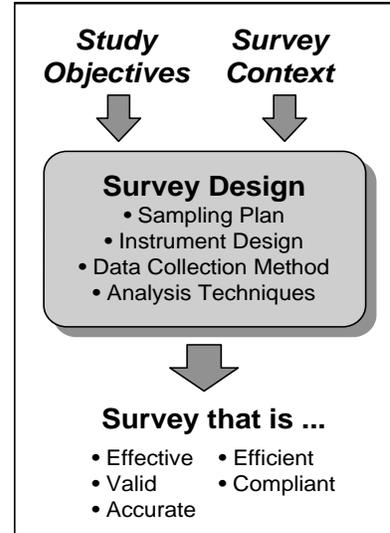
SRA's facilitation is a methodology our people use to make our customers more effective in defining and solving problems, implementing improvements, achieving goals, and succeeding in business.

Survey Services

SRA provides expert consultation, assistance, and deliverables associated with all aspects of surveying within the context of MOBIS. SRA offers end-to-end support for survey research, from survey design through administration, and the analysis and reporting of results. In business improvement efforts, we use surveys to help federal agencies understand their customers' needs, measure the outcomes from specific programs, and identify employee issues. SRA specializes in all phases of the survey process including, but not limited to planning survey design; sampling; survey development; pretest/pilot surveying; assessing reliability and validity; administering surveys using the various types of data collection methods as appropriate (e.g., computer-assisted surveying, focus groups, written questionnaires, in-person and telephone interviewing); and analyses of quantitative and qualitative survey data. Production of reports includes description and summary of results with associated graphs, charts, and tables; description of data collection

and survey administration methods; discussion of ample characteristics and representativeness of data; analysis of nonresponse; and briefings of result including discussion of recommendations and follow-up actions. SRA assists with action planning and implementation of recommendations as necessary.

Survey Design. As shown in the figure to the right, good survey design is driven by the desired objectives for the research and by the context (target population, issues addressed, time and budget constraints, etc.) of the survey effort. The goal is to design a survey that is effective (addresses the right issues), valid (produces unbiased estimates of population data), accurate (has error variances small enough for decision making), efficient (generates the required information at minimum cost), and compliant with OMB regulations for survey research.



Survey Administration. SRA has designed or managed paper-and-pencil (mail or group-administered), telephone, computer-assisted telephone interview (CATI), voice response unit (VRU), and focus group surveys. Usually we team with other firms to provide specialized survey services, such as scanning, instrument printing and mailing, CATI and VRU systems, and focus group facilities. We select the firm based on its capabilities, reputation, and cost; we work with its staff to develop administration procedures that meet the survey design requirements; and we monitor progress in fielding the survey.

Data Analysis and Reporting. We use a three-step approach in survey analysis and reporting. First, we “clean” the raw survey data, using both external information (such as agency records) and internal consistency checks (such as age and birthdate correspondence) to flag data errors, and correct them where appropriate. Second, we use a variety of statistical techniques ranging from descriptive analysis to complex multivariate procedures to glean information about the issues being addressed by the survey effort. We may also perform ancillary analyses, such as nonresponse estimation, to check the validity of survey responses to key questions. Third, we develop briefings or reports that describe the results of the analysis, often at multiple levels to address different audiences.

TRAINING SERVICES: INSTRUCTOR LED TRAINING, WEB BASED TRAINING AND EDUCATION COURSES, COURSE DEVELOPMENT AND TEST ADMINISTRATION, LEARNING MANAGEMENT, INTERNSHIPS (SIN 874-4, 874-4RC)

SRA provides a full range of professional services in support of planning, creating, and/or executing test administration, learning management, customized subject matter specific training and/or educational courses that are delivered via an instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based (i.e. Internet/Intranet, software packages and computer applications).

ACQUISITION MANAGEMENT SUPPORT (SIN 874-6, 874-6RC)

SRA is experienced and highly qualified to provide privatization and competitive sourcing study support services. SRA recognizes and practices that the focus of such studies must be on the long-term, post-study performance of required services. These services should be available consistent with industry standards and demands of an ever-changing marketplace. Such contracts must be performance based as opposed to compliance based. This requires the capacity to see service work in the customer's and other eyes that do not accept that business as usual is the only way to provide that service. These are SRA strengths—seeing the same thing differently and assisting with achieving a better outcome than past history shows and that is possible through the applying the forcing function of competition to effect change.

Privatization. Privatization includes the transfer of assets from public to private means for subsequent provision of essential services. Where permitted by law, privatization removes responsibilities from the government for services and assets that are core businesses for private sector concerns. Privatization process support requires the capabilities to assess economic value of assets, costs of services, and potential benefits to the government resulting from privatization. Further, such support requires the capability to understand and develop the financial incentives necessary for a sound business deal advantageous to all parties. This requires a dialogue with the industry and the owning government agency. SRA has these capabilities and experience. SRA assisted the U.S. Navy with developing detailed processes and techniques to study current assets and then develop business cases that lead to deals. Similarly, SRA assisted the Secretary of Defense with developing an initiative to privatize military housing assets. The focus of privatization is on a long-term commitment. This is especially true for utility services and other capital assets, the primary application of privatization initiatives. Moreover, the permanence of privatization through asset transfer requires assistance from firms with the highest standards of integrity and trust. SRA's longstanding reputation for "honesty and service" defines the ideal partner for assisting government agencies with privatization decisions and execution.

Documentation needs include property and service descriptions, assessment of property condition, economic analysis of property value and cost analysis of current and project operations and maintenance needs, environmental assessments, business case analytical studies, and procurement documentation (solicitation and follow-on contract development). Privatization also requires transition plans for property and service transfer.

Competitive Sourcing. SRA is providing valued and timely competitive sourcing assistance to government agencies. This work comes in four basic pieces—study scope decision-making, requirements analysis, government in-house management plan generation, and independent audit. Keys to success under current rules include a keen understand of acquisition reform initiatives, teamwork and cooperation, and change management. SRA excels in these three attributes. SRA has a long history, rich with superlatives on our capabilities to assist our clients with finding and achieving significant positive change in their operations.

Competitive sourcing begins with determining what should be outsourced and then how to package selected activities into business units that would benefit from the forcing function of competition. SRA's business process improvement practice is key to this step. A government agency can achieve needed cost reductions through process, tool, and information availability

improvements without the internal trauma of an A-76 study. SRA has found hundreds of millions in savings for scores of government clients through our techniques and capabilities for interviews, workshops, and analysis. For instance, our Corporate Information Management (CIM) with the Department of Defense identified over \$1.5 billion in improvements. SRA is working with a host of civil agencies under a variety of contracts to improve operations, support to citizen customers, and efficiency.

OMB Circular A-76 requires the development of a Performance Work Statement (PWS) and Quality Assurance Surveillance Plan (QASP). This is the requirements phase of competitive sourcing studies. The PWS feeds to the Request for Proposal. The QASP establishes the ground rules, methods, and responsibilities for subsequent contract and in-house management after study

completion. SRA has assisted hundreds of clients with requirements generation for a host of improvement needs under and out from A-76 guidelines. PWS and QASP development affect all follow-on actions, the most important being business performance for service provision after the competition is complete.

The A-76 Management Plan is the government's in-house proposal to retain the work. SRA is highly capable of assisting clients with developing Most Efficient Organizations (MEO), In-House Cost Estimates (IHCE), Transition Plans (TP), and other documents required under the agency's implementation guidelines. SRA has the knowledge of current best practices, civil service personnel policies and rules, business re-engineering, and accounting practices essential to complete these documents. Our BPR techniques to draw out better solutions through group question and answer sessions and work measurement techniques are highly beneficiary to achieving study objectives.

Auditing requires the above cited skills and disciplines to read and understand in-house technical and cost proposals and attest to their adequacy and completeness to perform the tasks in the PWS and their compliance to the RFP.

INTEGRATED BUSINESS PROGRAM SUPPORT SERVICES (SIN 874-7, 874-7RC)

SRA provides a full range of program integration and project management services tailored to the government setting. Our consultants have applied a range of processes, procedures, tools and functions to conduct, coordinate, or oversee the elements of major programs including:

- systems engineering
- acquisition planning and management
- coordination of major systems acquisitions
- program evaluation
- quality assurance planning and implementation
- configuration management

SECTION 4. TEAMING, SUBCONTRACTING, AND BPAs

TEAMING ARRANGEMENTS

In the spirit of the Federal Acquisition Streamlining Act, federal agencies have been encouraged to facilitate innovative contracting and acquisition approaches. Federal Supply Schedule contractors receiving awards under the MOBIS contract are encouraged to use Teaming Arrangements to perform delivery/task orders when a partnering arrangement is appropriate.

SUBCONTRACTING

The General Services Administration (GSA) is committed to assuring that maximum practicable opportunity is provided to small, small disadvantaged, and women-owned business concerns to participate in the performance of the MOBIS contract.

SRA shares this commitment, and maintains an aggressive and innovative plan to encourage subcontractor involvement.

BLANKET PURCHASE AGREEMENTS

The use of Blanket Purchase Agreements (BPAs) under the Federal Supply Schedule Program is authorized in accordance with Federal Acquisition Regulation (FAR) 13.203-1(f): “BPA’s may also be established with Federal Supply Schedule contracts...”.

Establishing a BPA with a Federal Supply Schedule contractor is a way to fill recurring needs while taking advantage of quantity discounts, saving administrative time and reducing paperwork. In the past, individual orders under a BPA could not exceed the maximum order limitation. Today, with the removal of the maximum order limitation, agencies are no longer restricted by any dollar limitations when placing orders under a BPA.

Agency-wide BPA’s result in even greater price advantages and further reduce administrative burdens by providing a single ordering vehicle to all offices and operating units within an organization. For large BPAs, agencies are empowered and encouraged to seek further price reductions. SRA agrees to enter into BPAs with ordering activities provided that:

1. Only items covered by the contract are ordered under such arrangements.
2. The period of time covered by such arrangements shall not exceed: (a) the period of the contract, or (b) in the case of multi-year contracts, the fiscal year, unless the ordering activity has the authority to obligate funds in excess of the fiscal year.
3. Orders placed under such arrangements shall be issued in accordance with all applicable regulations and the terms and conditions of the contract.

SECTION 5. TERMS AND CONDITIONS

1. Order

Agencies may use written orders, EDI orders, credit card orders, blanket purchase orders, individual purchase orders, or task orders for ordering services under this contract. Blanket Purchase Orders shall not extend beyond the end of the contract period.

2. Invoices and Payment

The contractor shall submit invoices for MOBIS services as soon as possible after completion of the work. For Task Orders performed on a Firm-Fixed-Price basis, invoices shall be submitted in accordance with agreed upon schedule—normally in equal monthly installments. Payment under blanket purchase orders may be made quarterly or monthly, except where cash payment procedures are used. Invoices shall be submitted separately to each Government office ordering services under the contract.

3. Statement of Work (SOW) Requirement

All work performed under this agreement shall be authorized through the issuance of a Statement of Work (SOW) and delivery/task order. Before issuance of a delivery/task order, the ordering activity may issue a Request for Proposal (RFP) or Request for Quote (RFQ) to SRA. SRA shall respond to each RFP or RFQ as appropriate with a price, general approach, and delivery schedule. The ordering activity and SRA shall then negotiate in good faith on a delivery/task order-by-delivery/task order basis, the type of order (i.e., Firm Fixed Price or Time and Material) and the specific SOW. The delivery/task order will address the price or price estimate and other direct costs, payment terms, as well as additional terms or conditions specific to that order. The SOW is an integral part of the delivery/task order and will specify the products and/or services to be delivered; the schedule, and applicable milestones.

1. Mutual Agreement – Written agreement between both parties to the work that is to be performed and deliverables that may be required.
2. Scope of Work - Statement of the parameters and what is to be accomplished.
3. Period of Performance – Specified time in which the services will be performed.
4. Deliverables - End products that the ordering agency may require upon the completion or during the period of performance. Deliverables include, but are not limited to, reports, studies, and design documents, and will be specified in the delivery/task order. The delivery schedule will be subject to mutual agreement.
5. Acceptance Period - Agreed upon timeframe in which services are evaluated as to conformance with the requirements.
6. Other delivery/task-relevant provisions will be determined by the ordering agency and the contractor subject to mutual agreement.

4. Billable Hours

SRA's timekeeping is based on a "full-time accounting" system in which employees record all hours worked and allocates these hours to their correct cost objectives, whether direct or indirect. SRA typically bills for all hours worked, including travel time if the employee is

traveling in support of a contract (at the customer's direction) during normal business hours. Travel time outside of normal business hours and normal commuting costs are not billed.

5. Other Direct Costs

In accordance with SRA's accounting practices, any item used in direct support of a contract may be charged as a direct cost. Typical ODCs include, but are not limited to: subcontractors, consultants, long distance telephone, reproduction, hardware, software, microcomputer usage, miscellaneous supplies (e.g., diskettes and pagers), and local and long distance travel. Travel required in the performance of MOBIS services under this contract will be reimbursed by the ordering agency. Travel will be in accordance with the Federal Travel Regulation or Joint Travel Regulations, as applicable. Established Federal Government per diem rates will apply to contractor travel.

Subcontractors and materials, such as hardware and software, may be defined as either direct materials or other direct costs and burdened accordingly. Since these costs cannot be accurately forecast at this time, SRA has not included any ODCs in this offer but would expect to direct charge these items directly, in accordance with standard billing practices, in any future work order issued. SRA will provide a detailed description of all proposed ODCs and direct materials in response to each delivery/task order.

We anticipate that the labor category rates included in the MOBIS Schedule Pricelist will apply to the work performed within the geographical scope of this contract. However, we recognize that work may be required that may result in markedly different costs than are normally incurred. For example, work performed in Alaska, Hawaii, the Commonwealth of Puerto Rico, or overseas locations (i.e., outside the 48 contiguous states). SRA would expect, in conjunction with the customer, to examine these costs and negotiate appropriate pricing arrangements on a case-by-case basis.

6. Customer Facility Requirements

Should work be required at the customer site (Government site), SRA would expect to furnish only the appropriate staff members to complete the work. The customer is expected to furnish all office space, equipment, and supplies at no cost to SRA. This includes, but is not limited to, use of telephones, faxes, copiers, personal computers, ordinary business software, and normal copying and reproduction services.

7. Rate Differentials

The rates included in our MOBIS Schedule Pricelist represent fully loaded hourly labor rates for each skill classification. Rates are provided for work performed at the contractor-site and government-site for all SINs. SRA will furnish all normal supplies and services required for contractor site work. (Some may be an additional direct charge to the customer.) This includes facilities, supplies, personal computers, business software, and telephones.

- a. Work at Customer Site - Should all work be required to be performed at the customer-site, SRA will use the applicable government-site rates in the schedule if the following conditions are met:
 1. The Government provides all office space, supplies, and equipment for SRA staff.
 2. SRA employees are 100% dedicated and billable to the project for a performance period

of not less than six consecutive calendar months.

If the above conditions cannot be met, SRA's fully loaded hourly contractor-site labor rates included in our MOBIS Schedule Pricelist apply.

- b. Work at Contractor Site - Work performed at the contractor's site within the geographical scope of the contract will be provided at the contractor-site rates contained in the Schedule Pricelist for MOBIS Services.
- c. Security Clearance Requirements - Some agencies may require various contractor personnel to obtain a security clearance before receiving access to facilities and information. Security clearances, when required on individual task orders, will be obtained at the contractor's expense.

8. Liability Limitations

Except as otherwise provided by an express or implied warranty, SRA will not be liable to the Government for consequential damages resulting from any defect or deficiencies in accepted items.

9. Terms

Orders for MOBIS services shall be a minimum of \$100. The basic work period is eight hours a day, Monday through Friday, excluding Government holidays.

SECTION 6. LABOR CATEGORY DESCRIPTIONS

LABOR CATEGORY DESCRIPTIONS

The following labor category descriptions illustrate the qualifications of personnel that will be provided by SRA in support of the GSA MOBIS Contract.

Education Substituted for Experience: Each formal degree (i.e., Ph.D., master's, or bachelor's.) may be substituted for 4 years of experience.

Experience Substituted for Formal Education: Four years of specialized experience may substitute for a bachelor's degree.

Masters and Law degrees are equivalent to two (2) years experience. Ph.D. is equivalent to four (4) years experience. Years of experience can be traded one-for-one for degrees (e.g., Masters +12 = Ph.D. +10)

SPECIAL ITEM NUMBER 871-1(RC) and 874-6(RC)

DIRECTOR

Experience/Description: Directors have 15 years of experience, in organizational behavior and organizational development devising strategy development; designing, leading, and organizing organizational surveys and focus groups; performing benchmark studies; design and lead business process improvement efforts; conduct training sessions and pilot projects; successfully implement methods, tools, and procedures to execute strategy or change efforts. They provide executive coaching to agency heads and directors on strategy development, implementation and quality improvement engagements. Directors require extensive senior level experience, public visibility, and act in an operationally critical role, having potential significant regulatory or financial impact on the mission of the agency. Recognized as an industry expert, the Director formulates innovative methodologies and techniques based on cutting edge organizational theory. They design, organize, lead and conduct executive level workshops, seminars, training sessions and pilot projects which require senior level application of methods, tools, or theories, or require senior level experience in the strategy development and program management of enterprise-wide change efforts. They facilitate process improvement efforts requiring a mastery of technical expertise in scientific/technical disciplines or area where the client determines it is advantageous to utilize personnel with a senior level of experience to ensure the success of pilot projects, and the planning for enterprise-wide implementation. Directors manage teams of senior consultants and analysts supporting an agency's strategy development, implementation and process improvement efforts in initiatives, which have extreme public visibility, operational criticality or potentially significant regulatory or financial impact on the mission of the agency. They give lectures, speeches or write original articles or documents relating to strategy development, implementation and process improvement or technical enhancements to process improvement and customer service.

Education: Master's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific disciplines.

PROGRAM MANAGER

Experience/Description: Program Managers have a master's degree and 12 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in managing large complex projects, contracts, funds, and resources (or group of projects, contracts, funds, and resources). Duties may include contract management, large project management, and interface with the customer. The Program Manager serves as SRA's single contract manager, and will be SRA's authorized interface with the Government's Contracting Officer's Representative (COR), other Government management personnel, and customer agency representatives. The Program Manager is responsible for formulating and enforcing work standards, assigning contractor schedules, and communicating policies, purposes, and goals of SRA to subordinates and subcontractors. He or she is responsible for the overall contract performance and manages MOBIS services and support operations that may include multiple projects. The Program Manager organizes resources to support multiple concurrent projects and manages the execution of multiple concurrent projects.

Education: Master's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology, or other related analytical, scientific, or technical disciplines.

SUBJECT MATTER EXPERT

Experience/Description: Subject Matter Experts have a Ph.D. degree and 8 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in supporting large information technology projects related to the individuals subject matter expertise. These senior personnel are renowned experts in either functional domains (e.g., finance, personnel, acquisition, etc.) or technical disciplines (e.g., computer security, network engineering, etc.) with many years of experience. They all have extensive experience as technical leaders and senior Project Managers. Subject Matter Experts prepare and deliver presentations to colleagues, subordinates, and Government representatives. They assure the proper use of current or requested programming, testing and documentation techniques. Subject Matter Experts produce or review substantive or complex technical documentation reflecting detailed knowledge of technical areas as identified in the statement of work. Documentation subjects include, but are not limited to, systems design, system architecture, feasibility studies, and system specifications. Subject Matter Experts report to the SRA Project Manager.

Education: Ph.D. in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

PRINCIPAL CONSULTANT III

Experience/Description: Principal Consultants have a master's degree and 12 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, data collection, data analysis, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and

practices. The Principal Consultant supervises other consultant specialists and applies an organization-wide set of disciplines for the planning, analysis, design, and construction of information systems on an enterprise-wide basis or across, a major sector of the enterprise. The Principal Consultant supervises other consultant specialists in performing data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis— And process and data modeling in support of the planning and analysis efforts, using both manual and automated (Integrated Computer-Aided Software Engineering (ICASE)) tools. The Principal Consultant develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems— And applies reverse engineering and re-engineering disciplines to develop migration and strategic planning documents.

Education: Master's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific disciplines.

PRINCIPAL CONSULTANT II

Experience/Description: Principal Consultants have a master's degree and 10 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, data collection, data analysis, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. The Principal Consultant supervises other consultant specialists and applies an organization-wide set of disciplines for the planning, analysis, design, and construction of information systems on an enterprise-wide basis or across, a major sector of the enterprise. The Principal Consultant supervises other consultant specialists in performing data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis— And process and data modeling in support of the planning and analysis efforts, using both manual and automated (Integrated Computer-Aided Software Engineering (ICASE)) tools. The Principal Consultant develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems— And applies reverse engineering and re-engineering disciplines to develop migration and strategic planning documents.

Education: Master's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific disciplines.

PRINCIPAL CONSULTANT I

Experience/Description: Principal Consultants have a master's degree and 8 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, data collection, data

analysis, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. The Principal Consultant supervises other consultant specialists and applies an organization-wide set of disciplines for the planning, analysis, design, and construction of information systems on an enterprise-wide basis or across, a major sector of the enterprise. The Principal Consultant supervises other consultant specialists in performing data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis— And process and data modeling in support of the planning and analysis efforts, using both manual and automated (Integrated Computer-Aided Software Engineering (ICASE)) tools. The Principal Consultant develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems— And applies reverse engineering and re-engineering disciplines to develop migration and strategic planning documents.

Education: Master's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific disciplines.

PROJECT MANAGER

Experience/Description: Project Managers have a master's degree and 8 years of progressive experience (or equivalent combination of education and experience) in managing, directing, and implementing projects. Relevant experience includes, but is not limited to, experience in managing projects, contracts, funds, and resources. They are experienced in managing a diverse group of functional activities, subordinate groups of technical and administrative personnel. A Project Manager serves as the leader of a delivery/task order and assists the Program Manager in working with the Government's COR, other Government management personnel, and customer agency representatives. Under the guidance of the Program Manager, the Project Manager is responsible for the overall management of the specific task order(s) and ensuring that the technical solutions and schedules in the task order are implemented in a timely manner. The Project manager performs enterprise-wide horizontal integration planning and interfaces to other functions systems. Project Managers are senior personnel who not only have responsibility for managing projects, but also, for managing people.

Education: Master's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

MASTER FACILITATOR

Experience/Description: Master Facilitators have a master's degree and 6 years of progressive experience (or equivalent combination of education and experience). General experience includes excellent interpersonal, communication and client management skills. Must have a broad understanding of and hands-on experience in systems development life-cycle methodologies, hardware, and telecommunications. Relevant experience includes, but is not limited to, experience in workshop and focus group facilitation, training, methodology

development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. Experience is also required in information systems development, functional and data requirements analysis, systems analysis and design, program design, workshop and focus group facilitation, and documentation preparation.

Education: Master's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

SENIOR TRAINING CONSULTANT

Experience/Description: Senior Training Consultants have a master's degree and 6 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in developing and providing technical and end-user training and preparing appropriate training catalogs. The Senior Training Consultant develops all instructor materials (course outline, background material, and training aids); develops all student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms); trains personnel by conducting formal classroom courses, workshops, seminars, and/or computer-aided training; and provides daily supervision and direction to staff.

Education: Master's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

SENIOR FACILITATOR I

Experience/Description: Senior Facilitators have a bachelor's degree and 4 years of progressive experience (or equivalent combination of education and experience). General experience includes excellent interpersonal, communication and client management skills. The Senior Facilitator must have a broad understanding of and hands-on experience in systems development life-cycle methodologies, hardware, and telecommunications. Relevant experience includes, but is not limited to, experience in workshop and focus group facilitation, training, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. Experience is also required in information systems development, functional and data requirements analysis, systems analysis and design, program design, workshop and focus group facilitation, and documentation preparation.

Education: Bachelor's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

SENIOR CONSULTANT III

Experience/Description: Senior Consultants have a master's degree and 8 years of progressive experience (or equivalent combination of education and experience). Relevant experience

includes, but is not limited to, experience in facilitation, training, data collection, data analysis, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. The Senior Consultant supervises other consultant specialists— and applies an organization-wide set of disciplines for the planning, analysis, design, and construction of information systems on an enterprise-wide basis or across, a major sector of the enterprise. The Senior Consultant supervises other consultant specialists in performing data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis— and performs process and data modeling in support of the planning and analysis efforts using both manual and automated tools. He or she develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems and applies reverse engineering and re-engineering disciplines to develop migration and strategic planning documents.

Education: Master’s degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

SENIOR CONSULTANT II

Experience/Description: Senior Consultants have a master’s degree and 6 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, data collection, data analysis, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. The Senior Consultant supervises other consultant specialists— and applies an organization-wide set of disciplines for the planning, analysis, design, and construction of information systems on an enterprise-wide basis or across, a major sector of the enterprise. The Senior Consultant supervises other consultant specialists in performing data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis— and performs process and data modeling in support of the planning and analysis efforts using both manual and automated tools. He or she develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems and applies reverse engineering and re-engineering disciplines to develop migration and strategic planning documents.

Education: Master’s degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

SENIOR CONSULTANT I

Experience/Description: Senior Consultants have a master’s degree and 4 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, data collection, data analysis, or information system development methods and practices. The Senior Consultant supervises other consultant specialists— and applies an organization-wide set of disciplines for the planning, analysis, design, and construction of information systems on an enterprise-wide basis or across, a major sector of the enterprise. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis— and performs process and data modeling in support of the planning and analysis efforts using both manual and automated tools. The Senior Consultant supervises other consultant specialists in performing data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. He or she develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems and applies reverse engineering and re-engineering disciplines to develop migration and strategic planning documents.

Education: Master’s degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

MID-LEVEL TRAINING CONSULTANT

Experience/Description: Mid-Level Training Consultants have a bachelor’s degree and 4 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in developing and providing technical and end-user training and preparing appropriate training catalogs. The Mid-Level Training Consultant develops all instructor materials (course outline, background material, and training aids); develops all student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms); and trains personnel by conducting formal classroom courses, workshops, seminars, and/or computer-aided training.

Education: Bachelor’s degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

TECHNICAL WRITER/EDITOR

Experience/Description: Technical Writers/Editors have a bachelor’s degree and 2 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in editing documents, including technical documents. The Technical Writer/Editor assists in collecting and organizing information required for preparation of reports, studies, and analyses for (a) documenting proposed managerial or organizational improvements including developmental, consultative, or implementation efforts; (b) for documenting workshop results; and (c) for description and summary of survey results with

associated graphs, charts, tables, and briefings. He or she edits functional descriptions, system specifications, special reports, or any other customer deliverables and documents and has a demonstrated ability to work independently or only under general direction.

Education: Bachelor's degree in English, literature, Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

MID-LEVEL CONSULTANT II

Experience/Description: Mid-Level Consultants have a bachelor's degree and 6 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, data collection, data analysis, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. The Mid-Level Consultant performs data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. The Mid-Level Consultant supervises other consultant specialists and applies process improvement and reengineering methodologies and principles to conduct process modernization projects. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis and process and data modeling in support of the planning and analysis efforts using both manual and automated tools. He or she develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems and applies reverse engineering and re-engineering disciplines to develop migration strategic and planning documents.

Education: Bachelor's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

MID-LEVEL CONSULTANT I

Experience/Description: Mid-Level Consultants have a bachelor's degree and 4 years of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, data collection, data analysis, or information system development methods and practices. The Mid-Level Consultant supervises other consultant specialists and applies process improvement and reengineering methodologies and principles to conduct process modernization projects. He or she performs enterprise strategic systems planning, enterprise information planning and business area analysis and process and data modeling in support of the planning and analysis efforts using both manual and automated tools. The Mid-Level Consultant performs data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. He or she develops and applies organization-wide information models for use in designing and building integrated, shared software and database

management systems and applies reverse engineering and re-engineering disciplines to develop migration strategic and planning documents.

Education: Bachelor's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

MID-LEVEL FACILITATOR

Experience/Description: Mid-Level Facilitators have a bachelor's degree and 2 years of progressive experience (or equivalent combination of education and experience). General experience includes excellent interpersonal, communication and client management skills. The Mid-level Facilitator must have a broad understanding of and hands-on experience in systems development life-cycle methodologies, hardware, and telecommunications. Relevant experience includes, but is not limited to, experience in workshop and focus group facilitation, training, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices. Experience is also required in information systems development, functional and data requirements analysis, systems analysis and design, program design, workshop and focus group facilitation, and documentation preparation.

Education: Bachelor's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

JUNIOR CONSULTANT II

Experience/Description: Junior Consultants II have a bachelor's degree and 2 of progressive experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, data collection, data analysis, methodology development and evaluation, process reengineering across all phases, identifying best practices, change modeling, or information system development methods and practices. The Junior Consultant performs data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. The Junior Consultant applies process improvement and reengineering methodologies and principles to conduct process modernization projects and performs enterprise strategic systems planning, enterprise information planning and business area analysis. He or she performs process and data modeling in support of the planning and analysis efforts using both manual and automated tools. The Junior Consultant develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems and applies reverse engineering and re-engineering disciplines to develop migration strategic and planning documents.

Education: Bachelor's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

JUNIOR CONSULTANT I

Experience/Description: Junior Consultants I have a bachelor's degree and 0 years of experience (or equivalent combination of education and experience). Relevant experience includes, but is not limited to, experience in facilitation, training, methodology development and evaluation, process reengineering across all phases, identifying best practices, change management, business management techniques, organizational development, activity and data modeling, data collection, data analysis, or information system development methods and practices. The Junior Consultant applies process improvement and reengineering methodologies and principles to conduct process modernization projects and performs enterprise strategic systems planning, enterprise information planning and business area analysis. He or she performs process and data modeling in support of the planning and analysis efforts using both manual and automated tools. The Junior Consultant performs data collection from multiple sources to include the web, client databases, and other resources. He or she utilizes analytical tools and methodology to perform data analysis in support of the development of analytical products. The Junior Consultant develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems and applies reverse engineering and re-engineering disciplines to develop migration strategic and planning documents.

Education: Bachelor's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

ADMINISTRATIVE SUPPORT AND GRAPHICS SPECIALIST III

Experience/Description: Administrative Support and Graphics Specialists III have a High School diploma and 4 years of experience in office administration and developing graphic or artistic presentations for publications and documents (preferably technical documentation). They have at a minimum, one year of specialized experience using commercial automated word processing (e.g., WordPerfect, Word); graphics systems (e.g., PowerPoint, Harvard, Freelance); and desktop publishing systems. The Administrative Support and Graphics Specialist directly supports the Program Manager or Project Manager by maintaining personnel and other files, preparing correspondence and schedules, and coordinating travel. He or she assists in preparing presentation graphics and supporting the development of contract deliverables and reports by developing and updating graphic presentations to improve the quality and enhance the usability of these documents. He or she is responsible for integrating graphics generated with automated tools and the deliverable documents and has demonstrated an ability to work under general direction or independently.

Education: High school diploma.

ADMINISTRATIVE SUPPORT AND GRAPHICS SPECIALIST II

Experience/Description: Administrative Support and Graphics Specialists have a High School diploma and 2 years of experience in office administration and developing graphic or artistic presentations for publications and documents (preferably technical documentation). They have at a minimum, one year of specialized experience using commercial automated word processing

(e.g., WordPerfect, Word); graphics systems (e.g., PowerPoint, Harvard, Freelance); and desktop publishing systems. The Administrative Support and Graphics Specialist directly supports the Program Manager or Project Manager by maintaining personnel and other files, preparing correspondence and schedules, and coordinating travel. He or she assists in preparing presentation graphics and supporting the development of contract deliverables and reports by developing and updating graphic presentations to improve the quality and enhance the usability of these documents. He or she is responsible for integrating graphics generated with automated tools and the deliverable documents and has demonstrated an ability to work under general direction or independently.

Education: High school diploma.

ADMINISTRATIVE SUPPORT AND GRAPHICS SPECIALIST I

Experience/Description: Administrative Support and Graphics Specialists have a High School diploma and 0 years of experience in office administration and developing graphic or artistic presentations for publications and documents (preferably technical documentation). They have one year of specialized experience using commercial automated word processing (e.g., WordPerfect, Word); graphics systems (e.g., PowerPoint, Harvard, Freelance); and desktop publishing systems. The Administrative Support and Graphics Specialist directly supports the Program Manager or Project Manager by maintaining personnel and other files, preparing correspondence and schedules, and coordinating travel. He or she assists in preparing presentation graphics and supporting the development of contract deliverables and reports by developing and updating graphic presentations to improve the quality and enhance the usability of these documents. He or she is responsible for integrating graphics generated with automated tools and the deliverable documents and has demonstrated an ability to work under general direction or independently.

Education: High school diploma.

SENIOR FACILITATOR II

Experience/Description: Senior consultant with extensive expertise in developing/implementing facilitation plan/strategies, applying facilitation techniques to encourage participation and dialogue, or with expertise in group/individual coaching. Supplies advice and counsel related to facilitation needs to other professionals.

Education: Bachelors and 10 years of experience

SENIOR ORGANIZATIONAL TRAINER

Experience/Description: Senior consultant with extensive expertise in developing/implementing training programs/courses, including needs assessment, instructional design and delivery. Supplies advice and counsel related to training needs to other professionals.

Education: Bachelors in Education or related field and 10 years of experience

EXECUTIVE CONSULTANT

Experience/Description: Subject matter expert in policy development and analysis, program management, and/or communications support. Ensures appropriate corporate resources are made available and that the company standards for quality assurance and quality control are met or exceeded.

Education: Masters/7 years of experience

TEAM LEADER I & II

Experience/Description: Principal, Practice Area Leader, Corporate Service Team Leaders, or other Senior Managers. Leads individual assignments/ projects or major tasks. Responsible for quality review of all contract deliverables. Provides direction to subcontractors and consultants.

Education: Bachelors/4 years of experience

SENIOR ORGANIZATIONAL ANALYST

Experience/Description: Senior consultant who provides technical direction to the team. May be the Work Assignment Manager (WAM). As the WAM, responsible for timely delivery of all contract required deliverables.

Education: Bachelors/6 years of consulting related experience

ISO 14000 Analyst

Experience/Description: ISO 14000 analysts have 0 years of experience and a bachelor's degree. The ISO 14000 analyst operates under supervision and collects and analyzes data, takes meeting notes, prepares reports, supports other related efforts and has familiarity with International Standards Organization (ISO) and broader environmental programs.

Education: Bachelor's degree in Business, Engineering, Management Sciences, Computer Science, Information Systems, Social Science, Education, Human Resources Development, Psychology or other related analytical, scientific, or technical disciplines.

ORGANIZATIONAL ANALYST

Experience/Description: Provides analysis of data. May be responsible for preparing deliverable documents for internal review.

Education: Bachelors/3 years of consulting related experience

ORGANIZATIONAL RESEARCHER

Experience/Description: Entry level position. Performs basic data collection and presentation. Minimal analysis required.

Education: Bachelors/0 years of consulting related experience

SPECIAL ITEM NUMBERS 874-1(RC), 874-6(RC), 874-7(RC)

SENIOR FUNCTIONAL ANALYST III

Experience/Description: Supervise other analysts in performing their duties Develops and implements new methodological approaches. Published thought leader on relevant topic areas. Supervises, trains, and provides technical leadership for other analysts in performing their duties. Demonstrated experience in developing and implementing management and technical plans for complex projects.

Education: PhD and 10 years of experience including 6 courses (or 10 years experience) in supervisory management.

SENIOR FUNCTIONAL ANALYST I

Experience/Description: Supervises other analysts in performing their duties. Demonstrated experience in working independently with little to no daily supervision to develop and implement management and technical plans for projects. Ability to apply a variety of technologies to meet project requirements. May possess significant expertise in relevant topic areas, and as such, may conduct advanced research and publish findings.

Education: PhD and 5 years of experience including 3 courses (or 5 years experience) in supervisory management.

FUNCTIONAL ANALYST III

Experience/Description: May supervise other analysts in performing their duties. Has demonstrated experience in working independent of daily supervision to develop management and technical plans for projects. Has proven ability to manage staff or projects and strong knowledge of technical applications or software to provide project related support. Possesses the technical expertise to contribute to the development and implementation of complex research and analysis plans.

Education: PhD in a discipline directly related to the program activity being supported/ 5 years of experience/2 courses or 3 years of experience in supervisory management

FUNCTIONAL ANALYST II

Experience/Description: Provides specialized support services in a functional area, or coordination of single or multiple functional activities. May implement pre-specified research or analysis plans; work in a team environment to solve problems; and ensure deadlines are met. Strong working skills in the use of desktop software and technical applications as it applies to project specific work. Documented experience working on research or similar industry specific projects. Strong writing and editing skills. Ability to provide oversight to a small team.

Education: Master's degree in a discipline directly related to the program activity being supported / 5 years of experience.

FUNCTIONAL ANALYST I

Experience/Description: Provides specialized support services in a functional area, or coordination of a functional activity. May implement pre-specified research or analysis plans and perform moderate to complex data/information manipulation. Strong working skills in the use of desktop software including Microsoft Office (Word, PowerPoint).

Education: Bachelor's degree in a discipline directly related to the program activity being supported/3 years of experience

JR. FUNCTIONAL ANALYST III

Experience/Description: Performs and oversees basic research. Utilizes data/information from a range of sources. Acquires, abstracts, manipulates and analyzes data/information. Designs methods, forms, and procedures for data acquisition and handling. Works independently. Offers technical experience and expertise in subject matter and can be responsible for supervising projects and staff.

Education: Master's degree in public health, biostatistics, or related field/5 years of experience.

JR. FUNCTIONAL ANALYST II

Experience/Description: Performs basic research, including executing pre-specified study plans, acquiring and abstracting data/information, and verifying completeness of data/information in collaboration with or under direction of senior staff, assists in integration and delivery of assigned activities or tasks. Offers technical experience and expertise in subject matter and can be responsible for supervising projects and staff with careful oversight.

Education: Master's degree in biostatistics, public health or related field / 3 years of experience.

JR. FUNCTIONAL ANALYST I

Experience/Description: In collaboration with or under the direction of senior staff, implements or delivers research services or functions, such as data/information acquisition, coordination of basic research activities, study progress reporting. In collaboration with or under direction of senior staff, assists in integration and delivery of assigned activities or tasks.

Education: Bachelor's degree in public health, biostatistics, or related field / 0 years of experience.

DATA SPECIALIST III

Experience/Description: Performs and provides technical leadership of support tasks that may include data coding, document management, QA, and adjudication.

Education: Bachelor's degree and 6 years of experience.

DATA SPECIALIST II

Experience/Description: Performs support tasks that may include data coding, document management, QA, and adjudication. Highly proficient in required coding schemes.

Education: High School diploma and 3 years of experience.

DATA SPECIALIST I

Experience/Description: Performs support asks that may include data coding, document management, and document tracking. Follows project guidelines and works under direct supervision of others.

Education: High School diploma and 0 years of experience

RESEARCH DATA ASSISTANT III

Experience/Description: Performs various project-related tasks or manages project operations, which may include field operations and data collection. Implements study guidelines, QA plans, progress reporting, and/or other administrative tasks as assigned.

Education: High School diploma and 5 years of experience.

RESEARCH DATA ASSISTANT II

Experience/Description: Performs data collection and/or data entry according to study specifications. Assists with QA activities. Works with little supervision.

Education: High School diploma and 3 years of experience.

RESEARCH DATA ASSISTANT I

Experience/Description: Performs data collection and/or data entry according to study specifications. Works under direct supervision of others.

Education: High School diploma and 0 years of experience.

SPECIAL ITEM NUMBER 874-1(RC)

MID-LEVEL DISPUTE RESOLUTION PROFESSIONAL (MDR)

Experience/Description: Provides direction for particular tasks as part of a project and prepares major contract deliverables. Can provide facilitation, mediation or other dispute resolution services, typically under the guidance of a Senior ADR professional. May be Work Assignment Manager (WAM). As WAM, responsible for planning and managing budgets and timely delivery of contract deliverables.

Education: Bachelors/6 years of experience in planning, conducting and supervising assignments of smaller or of less significance in the areas of negotiation, facilitation, mediation or other consensus or dispute resolution processes.

JUNIOR DISPUTE RESOLUTION PROFESSIONAL (JDR)

Experience/Description: Under supervision, researches, collects and analyzes information, records summaries or minutes of meetings, supports logistical coordination during meetings and training related to dispute resolution processes or techniques.

Education: Bachelors/3 years of experience supporting negotiation, facilitation, mediation or other consensus or dispute resolution processes. Some of this experience can include educational experience related to ADR topics.

MID-LEVEL SCIENTIFIC/ TECHNICAL CONSULTANT (MST)

Experience/Description: As part of an ADR process, identifies research requirements, designs surveys, develops automated data management systems, prepares research findings, and performs detailed analyses of statutes and regulations. The findings, analyses, or systems developed help to further the understanding of parties about the technical issues related to a particular conflict or dispute resolution process.

Education: Bachelors/6 years of experience in planning, conducting and supervising assignments of smaller or of less significance in the areas of biological or environmental science, public policy, environmental law, economics, statistics, information management or related disciplines.

JUNIOR SCIENTIFIC/TECHNICAL CONSULTANT (JST)

Experience/Description: Under supervision, researches and collects information that help further define or illuminate particular issues related to a dispute; performs basic analyses, summarizes findings, develops spreadsheets or other formats for storing data; and provides basic data entry and logistical support.

Education: Bachelors/3 years of experience in biological or environmental science, public policy, environmental law, economics, statistics, information management or related disciplines.

DIRECT SUPPORT (DS)

Experience/Description: Administrative and non-technical support related to the management and execution of particular dispute resolution process. These activities include accounting, contracts management, project administration, graphics/document design support, or related direct support.

Education: High school diploma/0 years of experience

SPECIAL ITEM NUMBER 874-7(RC)

SENIOR PROGRAM/ MANAGEMENT ANALYST (SPM)

Experience/Description: Senior analyst with the technical background to provide management and integrations support. Provides knowledge of methods and procedures. Typical degrees/areas of expertise include social sciences, liberal arts, law, evaluation, economics, statistics, etc. Provides direction to other project participants.

Education: Masters/8 years of experience in management systems, program evaluation, and technical studies.

SENIOR SYSTEMS/ PROJECT ENGINEER (SSE)

Experience/Description: Senior scientist, or engineer with the experience to provide senior leadership in technical project areas in including systems engineering, information management, operations research, environmental studies, etc.

Education: Masters/10 years of experience

MID-LEVEL PROGRAM/ MANAGEMENT ANALYST (MPM)

Experience/Description: Provides direction for particular tasks and prepares major contract deliverables under the guidance of a Senior Analyst. Can provide project integration management and operates as a work assignment manager with budget management responsibilities.

Education: Bachelors/5 years of experience

MID-LEVEL SYSTEMS/ PROJECT ENGINEER (MSE)

Experience/Description: Provides direction for particular tasks and prepares major contract deliverables under the guidance of a Senior Analyst. Can provide project integration management and operates as a work assignment manager with budget management responsibilities.

Education: Bachelors/5 years of experience

JUNIOR SYSTEMS/ PROJECT ENGINEER (JPM)

Experience/Description: Operates under supervision and collects and analyzes data, takes meeting notes, prepares reports and supports project oversight duties.

Education: Bachelors/0 years of experience

JUNIOR PROGRAM/ MANAGEMENT ANALYST (JSE)

Experience/Description: Operates under supervision and collects and analyzes data, takes meeting notes, prepares reports and supports project oversight duties.

Education: Bachelors/0 years of experience

DIRECT SUPPORT

Experience/Description: Includes all administrative and non-technical support such as accounting, contracts, project administration, graphical design, etc.

Education: High school diploma/0 years of experience

SPECIAL ITEM NUMBER 874-4 (RC)

SENIOR MANAGER

Experience/Description: Fifteen (15) years of progressive management or subject matter expertise experience with training, information technology, and/or multimedia related projects. Experience must include at least five (5) years of experience in planning and supervising training-related projects similar to the services offered under this contract. Able to commit the company to binding agreements with the Government, and provide and coordinate company wide contract schedules, work/capital/personnel allocation to this contract.

Acts as the senior manager for all contract work performed within the company. Serves as the authorized contact point for the company and is able to commit the company contractually. Is responsible for holding periodic summary contract status reviews and resolve any schedule or technical issues identified by the contract program/project manager. Is able to assign or reallocate equipment or personnel resources in order to resolve issues or contract variances. This individual can also act as a Senior Subject Matter Expert.

Education: A Master's degree in a related field. Two (2) years of specialized experience may be substituted for the Master's degree. Four (4) years of experience may be substituted for the Bachelor's degree.

SENIOR PROGRAM/PROJECT MANAGER

Experience/Description: Ten (10) years of progressive management or subject matter expertise experience with training, information technology, and/or multimedia related projects. Experience must include five (5) years of experience planning and supervising one or more training-related contracts similar to the services offered under this contract. Acts as the single focal point for planning and executing task orders awarded. Is the primary point of contact for the customer. Oversees all work and takes corrective action as necessary to ensure project success. Manages staff, budget, prioritization, and other contract or personnel matters. May also serve as the technical lead.

Education: Bachelor's degree in education or a related field, or in the project's functional area. Four (4) years of specialized experience may be substituted for the Bachelor's degree.

PROGRAM/PROJECT MANAGER

Experience/Description: Eight (8) years of progressive management and subject matter expertise experience with training, information technology, and multimedia related projects. Experience must include three (3) years of experience planning and supervising one or more training related contracts similar to the services offered under this contract. Acts as the single focal point for planning and executing task orders awarded. Is the primary point of contact for the customer. Oversees all work and takes corrective action as necessary to ensure project success. Manages staff, budget, prioritization, and other contract or personnel matters. May also serve as the technical lead.

Education: Bachelor's degree in education or a related field, or in the project's functional area. Four (4) years of specialized experience may be substituted for the Bachelor's degree.

SENIOR TASK LEADER

Education/Description: Eight (8) years of progressive subject matter expertise and training task supervision. Assists the Project/Program Manager or Senior Program Manager in the development and management of project plans for order performance, and serves as the day-to-day manager for performance. This includes the review of task performance and work products for correctness as well as adherence to training concepts and instructional requirements, and for progress in accordance with schedules. Coordinates with the Project/Program Manager and the customer to ensure solution and user satisfaction for training matters. Prepares and delivers presentations to peers, subordinates, and student representatives.

Education: Bachelor's degree in education or related field. Four (4) years of specialized experience may also be substituted for the Bachelor's degree.

TASK LEADER

Experience/Description: Six (6) years of progressive subject matter expertise and training task supervision. Assists the Project/Program Manager in the development and management of project plans for order performance, and serves as the day-to-day manager for performance. This includes the review of task performance and work products for correctness as well as adherence to training concepts and instructional requirements, and for progress in accordance with schedules. Coordinates with the Project/Program Manager and the customer to ensure solution and user satisfaction for training matters. Prepares and delivers presentations to peers, subordinates, and student representatives.

Education: Bachelor's degree in education or related field. Four (4) years of specialized experience may also be substituted for the Bachelor's degree.

SENIOR ADMINISTRATIVE SUPPORT SPECIALIST

Experience/Description: Five (5) years of increasing experience and responsibility in administration support to a project organization with general office support, such as word processing, receptionist, filing, and meeting and travel reservations. Under general direction, is responsible for providing analytical and specialized administrative support functions. Interacts with outside company and client organizations to support scheduling and resource assignments on the project. Coordinates specific project and task order requirements by analyzing requirements, determining an approach to administratively support those requirements, compiling and analyzing data and preparing reports and recommendations using Personal Computer skills, knowledge of administrative systems, and understanding of policies and procedures.

Education: High school diploma.

ADMINISTRATIVE SUPPORT SPECIALIST

Experience/Description: Two (2) years of generalized experience supporting a project organization with general office support, such as word processing, receptionist, filing, and meeting and travel reservations. Supports the project organization with generalized office support. Provides word processing, receptionist, meeting scheduling, travel reservations, filing, reproduction and similar project support.

Education: High school diploma.

TRAINING DEVELOPER I

Experience/Description: Six (6) years of increasing experience in the design, preparation and delivery of training courses. Develops instructor lead and computer based training. Involved in all phases of courseware development and presentation. Responsible for completing the analysis, design and development phases of the Instructional Systems Design (ISD) model. Identifies customer training requirements, establishes student knowledge level, creates training objectives, writes the plans of instruction and course outline. Reviews lesson plans, validation criteria, and evaluates the delivery phase of training.

Education: Bachelor's degree in related field. Four (4) years of experience may be substituted for the Bachelor's degree.

TRAINING DEVELOPER II

Experience/Description: Eight (8) years of increasing experience in the design, preparation and delivery of training courses. Develops instructor lead and computer based training. Involved in all phases of courseware development and presentation. Responsible for completing the analysis, design and development phases of the Instructional Systems Design (ISD) model. Identifies customer training requirements, establishes student knowledge level, creates training objectives, writes the plans of instruction and course outline. Reviews lesson plans, validation criteria, and evaluates the delivery phase of training.

Education: Bachelor's degree in related field. Four (4) years of experience may be substituted for the Bachelor's degree.

TRAINING DEVELOPER III

Experience/Description: Ten (10) years of increasing experience in the design, preparation and delivery of training courses. Develops instructor lead and computer based training. Involved in all phases of courseware development and presentation. Responsible for completing the analysis, design and development phases of the Instructional Systems Design (ISD) model. Identifies customer training requirements, establishes student knowledge level, creates training objectives, writes the plans of instruction and course outline. Reviews lesson plans, validation criteria, and evaluates the delivery phase of training.

Education: Bachelor's degree in related field. Four (4) years of experience may be substituted for the Bachelor's degree.

TRAINING DEVELOPER IV

Experience/Description: Twelve (12) years of increasing experience in the design, preparation and delivery of training courses. Develops instructor lead and computer based training. Involved in all phases of courseware development and presentation. Responsible for completing the analysis, design and development phases of the Instructional Systems Design (ISD) model. Identifies customer training requirements, establishes student knowledge level, creates training objectives, writes the plans of instruction and course outline. Reviews lesson plans, validation criteria, and evaluates the delivery phase of training.

Education: Bachelor's degree in related field. Four (4) years of experience may be substituted for the Bachelor's degree.

TRAINING DEVELOPER V

Experience/Description: Fifteen (15) years of increasing experience in the design, preparation and delivery of training courses. Develops instructor lead and computer based training. Involved in all phases of courseware development and presentation. Responsible for completing the analysis, design and development phases of the Instructional Systems Design (ISD) model. Identifies customer training requirements, establishes student knowledge level, creates training objectives, writes the plans of instruction and course outline. Reviews lesson plans, validation criteria, and evaluates the delivery phase of training.

Education: Master's degree in related field. Two (2) years of specialized experience may be substituted for the Master's degree. Four (4) years of experience may be substituted for the Bachelor's degree.

GRAPHIC ARTIST I

Experience/Description: Two (2) years of increasing experience in the design, preparation and delivery of training-related graphics. Prepares charts, posters, slides, covers, and other graphics using computer-based graphics software. Provides advice on layout and composition of graphics.

Maintains a file management system on all graphics produced. Edits and updates graphics as directed by project personnel.

Education: High school diploma.

GRAPHIC ARTIST II

Experience/Description: Four (4) years of increasing experience in the design, preparation and delivery of training–related graphics. Prepares charts, posters, slides, covers, and other graphics using computer-based graphics software. Provides advice on layout and composition of graphics. Maintains a file management system on all graphics produced. Edits and updates graphics as directed by project personnel.

Education: Associates degree in art or a related field. Two (2) years of experience may be substituted for the Associates degree.

GRAPHIC ARTIST III

Experience/Description: Six (6) years of increasing experience in the design, preparation and delivery of training–related graphics. Prepares charts, posters, slides, covers, and other graphics using computer-based graphics software. Provides advice on layout and composition of graphics. Maintains a file management system on all graphics produced. Edits and updates graphics as directed by project personnel.

Education: Associates degree in art or a related field. Two (2) years of experience may be substituted for the Associates degree.

GRAPHIC ARTIST IV

Experience/Description: Eight (8) years of increasing experience in the design, preparation and delivery of training–related graphics. Prepares charts, posters, slides, covers, and other graphics using computer-based graphics software. Provides advice on layout and composition of graphics. Maintains a file management system on all graphics produced. Edits and updates graphics as directed by project personnel.

Education: Bachelor’s degree in art or a related field. Four (4) years of experience may be substituted for the Bachelor’s degree.

GRAPHIC ARTIST V

Experience/Description: Ten (10) years of increasing experience in the design, preparation and delivery of training–related graphics. Prepares charts, posters, slides, covers, and other graphics using computer-based graphics software. Provides advice on layout and composition of graphics. Maintains a file management system on all graphics produced. Edits and updates graphics as directed by project personnel.

Education: Bachelor’s degree in art or a related field. Four (4) years of experience may be substituted for the Bachelor’s degree.

TRAINING SPECIALIST/INSTRUCTOR I

Experience/Description: Three (3) years of experience in the preparation of courseware, and the course design, and Programs of instruction. Writes lesson plans, criterion and diagnostic testing instruments, student workbooks and presentation media. Compiles computer based training program from established formats. Presents instructor lead training and administers criterion and diagnostic tests.

Education: High school diploma.

TRAINING SPECIALIST/INSTRUCTOR II

Experience/Description: Five (5) years of experience in the preparation of courseware, and the course design, and Programs of instruction. Writes lesson plans, criterion and diagnostic testing instruments, student workbooks and presentation media. Compiles computer based training program from established formats. Presents instructor lead training and administers criterion and diagnostic tests.

Education: Associates degree in related field. Two (2) years of experience may be substituted for the Associates degree.

SUBJECT MATTER EXPERT I

Experience/Description: Ten (10) years of generalized and specialized experience in training, tactics, procedures, and training technology design, development and implementation, in addition to an in-depth understanding of the business process being implemented. Acts as a consultant to the project organization to provide technical expertise and guidance for significantly complex client problems. Provides consulting to agency heads, directors, and senior managers on process improvement efforts, to include giving lectures, speeches, writing technology studies and concepts.

Education: Bachelor's degree in a related field. Four (4) years of specialized experience, in addition to the minimum required, may be substituted for the Bachelor's degree.

SUBJECT MATTER EXPERT II

Experience/Description: Twelve (12) years of generalized and specialized experience in training, tactics, procedures, and training technology design, development and implementation, in addition to an in-depth understanding of the business process being implemented. Acts as a consultant to the project organization to provide technical expertise and guidance for significantly complex client problems. Provides consulting to agency heads, directors, and senior managers on process improvement efforts, to include giving lectures, speeches, writing technology studies and concepts.

Education: Bachelor's degree in a related field. Four (4) years of specialized experience, in addition to the minimum required, may be substituted for the Bachelor's degree.

SUBJECT MATTER EXPERT III

Experience/Description: Fourteen (14) years of generalized and specialized experience in training, tactics, procedures, and training technology design, development and implementation, in addition to an in-depth understanding of the business process being implemented. Acts as a consultant to the project organization to provide technical expertise and guidance for significantly complex client problems. Provides consulting to agency heads, directors, and senior managers on process improvement efforts, to include giving lectures, speeches, writing technology studies and concepts.

Education: Bachelor's degree in a related field. Four (4) years of specialized experience, in addition to the minimum required, may be substituted for the Bachelor's degree.

SUBJECT MATTER EXPERT IV

Experience/Description: Sixteen (16) years of generalized and specialized experience in training, tactics, procedures, and training technology design, development and implementation, in addition to an in-depth understanding of the business process being implemented. Acts as a consultant to the project organization to provide technical expertise and guidance for significantly complex client problems. Provides consulting to agency heads, directors, and senior managers on process improvement efforts, to include giving lectures, speeches, writing technology studies and concepts.

Education: Bachelor's degree in a related field. Four (4) years of specialized experience, in addition to the minimum required, may be substituted for the Bachelor's degree.

SUBJECT MATTER EXPERT V

Experience/Description: Eighteen (18) years of generalized and specialized experience in information technology design, development and implementation, in addition to an in-depth understanding of the business process being implemented. Acts as a consultant to the project organization to provide technical expertise and guidance for significantly complex client problems. Provides consulting to agency heads, directors, and senior managers on process improvement efforts, to include giving lectures, speeches, writing technology studies and concepts.

Education: Bachelor's degree in a related field. Four (4) years of specialized experience, in addition to the minimum required, may be substituted for the Bachelor's degree.

SUBJECT MATTER EXPERT VI

Experience/Description: Twenty (20) years of generalized and specialized experience in information technology design, development and implementation, in addition to an in-depth understanding of the business process being implemented. Acts as a consultant to the project organization to provide technical expertise and guidance for significantly complex client problems. Provides consulting to agency heads, directors, and senior managers on process improvement efforts, to include giving lectures, speeches, writing technology studies and concepts.

Education: Bachelor's degree in a related field. Four (4) years of specialized experience, in addition to the minimum required, may be substituted for the Bachelor's degree.

DOCUMENTATION SPECIALIST/EDITOR I

Experience/Description: Four (4) years generalized experience in training data management to include documentation preparation using automated software tools, understanding and adherence to documentation format and content requirements, and ability to properly prepare documents according to correct writing standards. Performs in a support role in the training project organization with data management and preparation knowledge and skills. Works with the Project/Program Manager or Task Manager to define documentation requirements on a project, researches the contract data requirements list and data item description requirements, and prepares the deliverable documentation. Includes preparation of the technical or analytical text using notes generated by training specialists/instructors, training developers and subject matter experts.

Education: High school diploma and four (4) years experience working in a project organization preparing and delivering training documents, briefings, technical reports and other task order documentation requirements.

DOCUMENTATION SPECIALIST/EDITOR II

Experience/Description: Six (6) years generalized experience in training data management to include documentation preparation using automated software tools, understanding and adherence to documentation format and content requirements, and ability to properly prepare documents according to correct writing standards. Performs in a support role in the training project organization with data management and preparation knowledge and skills. Works with the Project/Program Manager or Task Manager to define documentation requirements on a project, researches the contract data requirements list and data item description requirements, and prepares the deliverable documentation. Includes preparation of the technical or analytical text using notes generated by training specialists/instructors, training developers and subject matter experts.

Education: High school diploma and six (6) years experience working in a project organization preparing and delivering training documents, briefings, technical reports and other task order documentation requirements.

DOCUMENTATION SPECIALIST/EDITOR III

Experience/Description: Eight (8) years generalized experience in training data management to include documentation preparation using automated software tools, understanding and adherence to documentation format and content requirements, and ability to properly prepare documents according to correct writing standards. Performs in a support role in the training project organization with data management and preparation knowledge and skills. Works with the Project/Program Manager or Task Manager to define documentation requirements on a project, researches the contract data requirements list and data item description requirements, and prepares the deliverable documentation. Includes preparation of the technical or analytical text

using notes generated by training specialists/instructors, training developers and subject matter experts.

Education: Bachelor's degree in English or a related field. Four (4) years of experience may be substituted for the Bachelor's degree.

DOCUMENTATION SPECIALIST/EDITOR IV

Experience/Description: Ten (10) years generalized experience in training data management to include documentation preparation using automated software tools, understanding and adherence to documentation format and content requirements, and ability to properly prepare documents according to correct writing standards. Performs in a support role in the training project organization with data management and preparation knowledge and skills. Works with the Project/Program Manager or Task Manager to define documentation requirements on a project, researches the contract data requirements list and data item description requirements, and prepares the deliverable documentation. Includes preparation of the technical or analytical text using notes generated by training specialists/instructors, training developers and subject matter experts.

Education: Bachelor's degree in English or a related field. Four (4) years of experience may be substituted for the Bachelor's degree.

DOCUMENTATION SPECIALIST/EDITOR V

Experience/Description: Twelve (12) years generalized experience in data management to include documentation preparation using automated software tools, understanding and adherence to documentation format and content requirements, and ability to properly prepare documents according to correct writing standards. Performs in a support role in the training project organization with data management and preparation knowledge and skills. Works with the Project/Program Manager or Task Manager to define documentation requirements on a project, researches the contract data requirements list and data item description requirements, and prepares the deliverable documentation. Includes preparation of the technical or analytical text using notes generated by training specialists/instructors, training developers and subject matter experts.

Education: Bachelor's degree in English or a related field. Four (4) years of experience may be substituted for the Bachelor's degree.

TRAINING TECHNICAL SUPPORT ENGINEER I

Experience/Description: Two (2) years of generalized experience with information technology and engineering sciences. Has a basic understanding comparable to knowledge gained from an undergraduate degree program in electrical engineering, computer science, information technology or similar application areas. Provides supervised technical support to the engineering and computer science process within the project organization or business entity. Is capable of generating technical documents and performing technology trade studies and comparative analyses.

Education: Bachelor's degree in computer science or a related field. Four (4) years of experience may be substituted for the Bachelor's degree.

TRAINING SOFTWARE TECHNICIAN I

Experience/Description: Two (2) years of generalized non-technical experience working in a training technology business entity or client project supporting the automation process. Is capable of taking direction from the technical or management staff to perform software loading, data backups, basic computer reconfigurations, and similar tasking. Supports the automation process with non-technical capabilities based on direction provided by technical or management staff members. Has a basic understanding of person computers and operating system commands and functions and is able to load software, reconfigure computer settings, perform data backups, and other similar automation support tasks.

Education: High school diploma.

TRAINING SOFTWARE TECHNICIAN II

Experience/Description: Four (4) years of generalized non-technical experience working in a training technology business entity or client project supporting the automation process. Is capable of taking direction from the technical or management staff to perform software loading, data backups, basic computer reconfigurations, and similar tasking. Supports the automation process with non-technical capabilities based on direction provided by technical or management staff members. Has a basic understanding of person computers and operating system commands and functions and is able to load software, reconfigure computer settings, perform data backups, and other similar automation support tasks.

Education: High school diploma.

TRAINING SOFTWARE TECHNICIAN III

Experience/Description: Six (6) years of generalized non-technical experience working in an information technology business entity or client project supporting the automation process. Is capable of taking direction from the technical or management staff to perform software loading, data backups, basic computer reconfigurations, and similar tasking. Supports the automation process with non-technical capabilities based on direction provided by technical or management staff members. Has a basic understanding of person computers and operating system commands and functions and is able to load software, reconfigure computer settings, perform data backups, and other similar automation support tasks.

Education: Associates degree in computer science or a related field. Two (2) years of experience may be substituted for the Associates degree.

SECTION 7. LABOR CATEGORY RATES AND PRICES

CONTRACTOR SITE

Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Contractor Site SINs 874-1 (RC) and 874-6 (RC)	Year 16	Year 17	Year 18	Year 19	Year 20
Director	\$364.51	\$372.16	\$379.98	\$387.96	\$396.11
Program Manager	\$267.67	\$273.29	\$279.03	\$284.89	\$290.87
Subject Matter Expert	\$267.67	\$273.29	\$279.03	\$284.89	\$290.87
Principal Consultant III	\$297.97	\$304.23	\$310.62	\$317.14	\$323.80
Principal Consultant II	\$259.96	\$265.42	\$270.99	\$276.68	\$282.49
Principal Consultant I	\$210.88	\$215.31	\$219.83	\$224.45	\$229.16
Project Manager	\$209.65	\$214.05	\$218.55	\$223.14	\$227.83
Master Facilitator	\$209.65	\$214.05	\$218.55	\$223.14	\$227.83
Senior Training Consultant	\$173.97	\$177.62	\$181.35	\$185.16	\$189.05
Senior Facilitator I	\$160.83	\$164.21	\$167.66	\$171.18	\$174.77
Senior Consultant III	\$191.77	\$195.80	\$199.91	\$204.11	\$208.40
Senior Consultant II	\$159.92	\$163.28	\$166.71	\$170.21	\$173.78
Senior Consultant I	\$116.62	\$119.07	\$121.57	\$124.12	\$126.73
Mid-Level Training Consultant	\$127.58	\$130.26	\$133.00	\$135.79	\$138.64
Technical Writer/Editor**	\$100.61	\$102.72	\$104.88	\$107.08	\$109.33
Mid-Level Consultant II	\$129.96	\$132.69	\$135.48	\$138.33	\$141.23
Mid-Level Consultant I	\$115.09	\$117.51	\$119.98	\$122.50	\$125.07
Mid-Level Facilitator	\$113.77	\$116.16	\$118.60	\$121.09	\$123.63
Junior Consultant II	\$111.77	\$114.12	\$116.52	\$118.97	\$121.47
Junior Consultant I	\$89.50	\$91.38	\$93.30	\$95.26	\$97.26
Admin Support & Graphics Specialist III**	\$92.73	\$94.68	\$96.67	\$98.70	\$100.77
Admin Support & Graphics Specialist II**	\$73.94	\$75.49	\$77.08	\$78.70	\$80.35
Admin Support & Graphics Specialist I**	\$62.20	\$63.51	\$64.84	\$66.20	\$67.59
Senior Facilitator II	\$222.88	\$227.56	\$232.34	\$237.22	\$242.20
Senior Organizational Trainer	\$222.88	\$227.56	\$232.34	\$237.22	\$242.20
Executive Consultant	\$165.86	\$169.34	\$172.90	\$176.53	\$180.24
Team Leader II	\$150.31	\$153.47	\$156.69	\$159.98	\$163.34
Team Leader I	\$146.43	\$149.51	\$152.65	\$155.86	\$159.13
Senior Organizational Analyst	\$85.51	\$87.31	\$89.14	\$91.01	\$92.92
ISO 14000 Analyst**	\$72.56	\$74.08	\$75.64	\$77.23	\$78.85
Organizational Analyst	\$57.01	\$58.21	\$59.43	\$60.68	\$61.95
Organizational Researcher**	\$40.17	\$41.01	\$41.87	\$42.75	\$43.65

	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Contractor Site SINs 874-1 (RC), 874-6 (RC), 874-7 (RC)		Year 16	Year 17	Year 18	Year 19	Year 20
Senior Functional Analyst III		\$199.19	\$203.37	\$207.64	\$212.00	\$216.45
Senior Functional Analyst I		\$121.74	\$124.30	\$126.91	\$129.58	\$132.30
Functional Analyst III		\$104.44	\$106.63	\$108.87	\$111.16	\$113.49
Functional Analyst II		\$98.96	\$101.04	\$103.16	\$105.33	\$107.54
Functional Analyst I		\$93.68	\$95.65	\$97.66	\$99.71	\$101.80
Junior Functional Analyst III		\$83.64	\$85.40	\$87.19	\$89.02	\$90.89
Junior Functional Analyst II		\$79.29	\$80.96	\$82.66	\$84.40	\$86.17
Junior Functional Analyst I**		\$71.53	\$73.03	\$74.56	\$76.13	\$77.73
Data Specialist III		\$51.84	\$52.93	\$54.04	\$55.17	\$56.33
Data Specialist II**		\$47.00	\$47.99	\$49.00	\$50.03	\$51.08
Data Specialist I**		\$42.57	\$43.46	\$44.37	\$45.30	\$46.25
Research Data Assistant III**		\$36.61	\$37.38	\$38.16	\$38.96	\$39.78
Research Data Assistant II**		\$31.88	\$32.55	\$33.23	\$33.93	\$34.64
Research Data Assistant I**		\$26.93	\$27.50	\$28.08	\$28.67	\$29.27
	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Contractor Site SIN 874-1 (RC) ONLY		Year 16	Year 17	Year 18	Year 19	Year 20
Mid Level Dispute Resolution Professional (MDR)		\$147.72	\$150.82	\$153.99	\$157.22	\$160.52
Jr. Dispute Resolution Professional (JDR)**		\$116.62	\$119.07	\$121.57	\$124.12	\$126.73
Mid Level Scientist/Technical Consultant (MST)		\$147.72	\$150.82	\$153.99	\$157.22	\$160.52
Jr. Scientific/Technical/Technical Consultant (JST)**		\$116.62	\$119.07	\$121.57	\$124.12	\$126.73
Direct Support (DS)**		\$63.48	\$64.81	\$66.17	\$67.56	\$68.98
	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Contractor Site SIN 874-7 (RC) ONLY		Year 16	Year 17	Year 18	Year 19	Year 20
Sr. Program/Manager Analyst (SPM)		\$190.48	\$194.48	\$198.56	\$202.73	\$206.99
Sr. Systems/Project Engineer (SSE)		\$193.06	\$197.11	\$201.25	\$205.48	\$209.80
Mid Level Program/Manager Analyst (MPM)		\$137.36	\$140.24	\$143.19	\$146.20	\$149.27
Mid Level Systems/Project Engineer (MSE)		\$143.83	\$146.85	\$149.93	\$153.08	\$156.29
Jr. Program/Manager Analyst (JPM)**		\$72.56	\$74.08	\$75.64	\$77.23	\$78.85
Jr. Systems/Project Engineer (JSE)**		\$85.51	\$87.31	\$89.14	\$91.01	\$92.92
Direct Support (DS)		\$72.56	\$74.08	\$75.64	\$77.23	\$78.85

	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Contractor Site SIN 874-4 (RC) ONLY		Year 16	Year 17	Year 18	Year 19	Year 20
Senior Manager		\$219.22	\$223.82	\$228.52	\$233.32	\$238.22
Senior Program/Project Manager		\$183.43	\$187.28	\$191.21	\$195.23	\$199.33
Program/Project Manager		\$131.74	\$134.51	\$137.33	\$140.21	\$143.15
Senior Task Leader		\$117.14	\$119.60	\$122.11	\$124.67	\$127.29
Task Leader		\$95.56	\$97.57	\$99.62	\$101.71	\$103.85
Senior Administrative Support Specialist**		\$65.98	\$67.37	\$68.78	\$70.22	\$71.69
Administrative Support Specialist**		\$43.83	\$44.75	\$45.69	\$46.65	\$47.63
Training Developer I		\$73.52	\$75.06	\$76.64	\$78.25	\$79.89
Training Developer II		\$95.03	\$97.03	\$99.07	\$101.15	\$103.27
Training Developer III		\$117.14	\$119.60	\$122.11	\$124.67	\$127.29
Training Developer IV		\$139.32	\$142.25	\$145.24	\$148.29	\$151.40
Training Developer V		\$161.29	\$164.68	\$168.14	\$171.67	\$175.28
Graphic Artist I**		\$51.37	\$52.45	\$53.55	\$54.67	\$55.82
Graphic Artist II**		\$65.98	\$67.37	\$68.78	\$70.22	\$71.69
Graphic Artist III**		\$80.63	\$82.32	\$84.05	\$85.82	\$87.62
Graphic Artist IV		\$95.03	\$97.03	\$99.07	\$101.15	\$103.27
Graphic Artist V		\$110.10	\$112.41	\$114.77	\$117.18	\$119.64
Training Specialist/Instructor I**		\$58.61	\$59.84	\$61.10	\$62.38	\$63.69
Training Specialist/Instructor II**		\$80.63	\$82.32	\$84.05	\$85.82	\$87.62
Subject Matter Expert I		\$146.09	\$149.16	\$152.29	\$155.49	\$158.76
Subject Matter Expert II		\$183.43	\$187.28	\$191.21	\$195.23	\$199.33
Subject Matter Expert III		\$219.22	\$223.82	\$228.52	\$233.32	\$238.22
Subject Matter Expert IV		\$255.65	\$261.02	\$266.50	\$272.10	\$277.81
Subject Matter Expert V		\$292.17	\$298.31	\$304.57	\$310.97	\$317.50
Subject Matter Expert VI		\$328.72	\$335.62	\$342.67	\$349.87	\$357.22
Documentation Specialist/Editor I**		\$51.37	\$52.45	\$53.55	\$54.67	\$55.82
Documentation Specialist/Editor II**		\$65.98	\$67.37	\$68.78	\$70.22	\$71.69
Documentation Specialist/Editor III		\$80.63	\$82.32	\$84.05	\$85.82	\$87.62
Documentation Specialist/Editor IV		\$95.03	\$97.03	\$99.07	\$101.15	\$103.27
Documentation Specialist/Editor V		\$117.14	\$119.60	\$122.11	\$124.67	\$127.29
Training Technical Support Engineer I**		\$80.63	\$82.32	\$84.05	\$85.82	\$87.62
Training Software Technician I**		\$43.83	\$44.75	\$45.69	\$46.65	\$47.63
Training Software Technician II**		\$58.61	\$59.84	\$61.10	\$62.38	\$63.69
Training Software Technician III**		\$73.52	\$75.06	\$76.64	\$78.25	\$79.89

GOVERNMENT SITE

	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Government Site SINs 874-1 (RC) and 874-6 (RC)		Year 16	Year 17	Year 18	Year 19	Year 20
Director		\$284.77	\$290.75	\$296.86	\$303.09	\$309.45
Program Manager		\$215.02	\$219.54	\$224.15	\$228.86	\$233.67
Subject Matter Expert		\$215.02	\$219.54	\$224.15	\$228.86	\$233.67
Principal Consultant III		\$232.79	\$237.68	\$242.67	\$247.77	\$252.97
Principal Consultant II		\$203.10	\$207.37	\$211.72	\$216.17	\$220.71
Principal Consultant I		\$169.45	\$173.01	\$176.64	\$180.35	\$184.14
Project Manager		\$168.45	\$171.99	\$175.60	\$179.29	\$183.06
Master Facilitator		\$168.45	\$171.99	\$175.60	\$179.29	\$183.06
Senior Training Consultant		\$139.73	\$142.66	\$145.66	\$148.72	\$151.84
Senior Facilitator I		\$129.20	\$131.91	\$134.68	\$137.51	\$140.40
Senior Consultant III		\$149.81	\$152.96	\$156.17	\$159.45	\$162.80
Senior Consultant II		\$128.51	\$131.21	\$133.97	\$136.78	\$139.65
Senior Consultant I		\$102.43	\$104.58	\$106.78	\$109.02	\$111.31
Mid-Level Training Consultant		\$102.52	\$104.67	\$106.87	\$109.11	\$111.40
Technical Writer/Editor**		\$77.99	\$79.63	\$81.30	\$83.01	\$84.75
Mid-Level Consultant II		\$101.53	\$103.66	\$105.84	\$108.06	\$110.33
Mid-Level Consultant I		\$92.48	\$94.42	\$96.40	\$98.42	\$100.49
Mid-Level Facilitator		\$91.36	\$93.28	\$95.24	\$97.24	\$99.28
Junior Consultant II		\$87.30	\$89.13	\$91.00	\$92.91	\$94.86
Junior Consultant I		\$71.91	\$73.42	\$74.96	\$76.53	\$78.14
Admin Support & Graphics Specialist III**		\$72.44	\$73.96	\$75.51	\$77.10	\$78.72
Admin Support & Graphics Specialist II**		\$59.39	\$60.64	\$61.91	\$63.21	\$64.54
Admin Support & Graphics Specialist I**		\$54.62	\$55.77	\$56.94	\$58.14	\$59.36
Senior Facilitator II		\$195.71	\$199.82	\$204.02	\$208.30	\$212.67
Senior Organizational Trainer		\$195.71	\$199.82	\$204.02	\$208.30	\$212.67
Executive Consultant		\$145.65	\$148.71	\$151.83	\$155.02	\$158.28
Team Leader II		\$131.99	\$134.76	\$137.59	\$140.48	\$143.43
Team Leader I		\$128.55	\$131.25	\$134.01	\$136.82	\$139.69
Senior Organizational Analyst		\$75.09	\$76.67	\$78.28	\$79.92	\$81.60
ISO 14000 Analyst**		\$63.70	\$65.04	\$66.41	\$67.80	\$69.22
Organizational Analyst		\$50.07	\$51.12	\$52.19	\$53.29	\$54.41
Organizational Researcher**		\$35.28	\$36.02	\$36.78	\$37.55	\$38.34

	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Government Site SINs 874-1 (RC), 874-6 (RC), 874-7 (RC)	Year 16	Year 17	Year 18	Year 19	Year 20	
Senior Functional Analyst III	\$167.85	\$171.37	\$174.97	\$178.64	\$182.39	
Senior Functional Analyst I	\$102.58	\$104.73	\$106.93	\$109.18	\$111.47	
Functional Analyst III	\$88.00	\$89.85	\$91.74	\$93.67	\$95.64	
Functional Analyst II	\$83.39	\$85.14	\$86.93	\$88.76	\$90.62	
Functional Analyst I	\$78.93	\$80.59	\$82.28	\$84.01	\$85.77	
Junior Functional Analyst III	\$70.49	\$71.97	\$73.48	\$75.02	\$76.60	
Junior Functional Analyst II	\$66.80	\$68.20	\$69.63	\$71.09	\$72.58	
Junior Functional Analyst I**	\$60.27	\$61.54	\$62.83	\$64.15	\$65.50	
Data Specialist III	\$43.68	\$44.60	\$45.54	\$46.50	\$47.48	
Data Specialist II**	\$39.60	\$40.43	\$41.28	\$42.15	\$43.04	
Data Specialist I**	\$35.87	\$36.62	\$37.39	\$38.18	\$38.98	
Research Data Assistant III**	\$30.86	\$31.51	\$32.17	\$32.85	\$33.54	
Research Data Assistant II**	\$26.85	\$27.41	\$27.99	\$28.58	\$29.18	
Research Data Assistant I**	\$22.71	\$23.19	\$23.68	\$24.18	\$24.69	
	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Government Site SIN 874-1 (RC) ONLY	Year 16	Year 17	Year 18	Year 19	Year 20	
Mid Level Dispute Resolution Professional (MDR)	\$129.73	\$132.45	\$135.23	\$138.07	\$140.97	
Jr. Dispute Resolution Professional (JDR)**	\$102.43	\$104.58	\$106.78	\$109.02	\$111.31	
Mid Level Scientist/Technical Consultant (MST)	\$129.73	\$132.45	\$135.23	\$138.07	\$140.97	
Jr. Scientific/Technical/Technical Consultant (JST)**	\$102.43	\$104.58	\$106.78	\$109.02	\$111.31	
Direct Support (DS)**	\$55.73	\$56.90	\$58.09	\$59.31	\$60.56	
	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Government Site SIN 874-7 (RC) ONLY	Year 16	Year 17	Year 18	Year 19	Year 20	
Sr. Program/Manager Analyst (SPM)	\$167.27	\$170.78	\$174.37	\$178.03	\$181.77	
Sr. Systems/Project Engineer (SSE)	\$169.51	\$173.07	\$176.70	\$180.41	\$184.20	
Mid Level Program/Manager Analyst (MPM)	\$120.63	\$123.16	\$125.75	\$128.39	\$131.09	
Mid Level Systems/Project Engineer (MSE)	\$126.31	\$128.96	\$131.67	\$134.44	\$137.26	
Jr. Program/Manager Analyst (JPM)**	\$63.70	\$65.04	\$66.41	\$67.80	\$69.22	
Jr. Systems/Project Engineer (JSE)**	\$75.09	\$76.67	\$78.28	\$79.92	\$81.60	
Direct Support (DS)	\$63.70	\$65.04	\$66.41	\$67.80	\$69.22	

	Start	2/11/2013	10/1/2013	10/1/2014	10/1/2015	10/1/2016
	End	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
Labor Category - Government Site SIN 874-4 (RC) ONLY		Year 16	Year 17	Year 18	Year 19	Year 20
Senior Manager		\$173.05	\$176.68	\$180.39	\$184.18	\$188.05
Senior Program/Project Manager		\$144.81	\$147.85	\$150.95	\$154.12	\$157.36
Program/Project Manager		\$104.00	\$106.18	\$108.41	\$110.69	\$113.01
Senior Task Leader		\$92.46	\$94.40	\$96.38	\$98.40	\$100.47
Task Leader		\$75.41	\$76.99	\$78.61	\$80.26	\$81.95
Senior Administrative Support Specialist**		\$52.09	\$53.18	\$54.30	\$55.44	\$56.60
Administrative Support Specialist**		\$34.60	\$35.33	\$36.07	\$36.83	\$37.60
Training Developer I		\$58.04	\$59.26	\$60.50	\$61.77	\$63.07
Training Developer II		\$75.03	\$76.61	\$78.22	\$79.86	\$81.54
Training Developer III		\$92.46	\$94.40	\$96.38	\$98.40	\$100.47
Training Developer IV		\$109.99	\$112.30	\$114.66	\$117.07	\$119.53
Training Developer V		\$127.31	\$129.98	\$132.71	\$135.50	\$138.35
Graphic Artist I**		\$40.56	\$41.41	\$42.28	\$43.17	\$44.08
Graphic Artist II**		\$52.09	\$53.18	\$54.30	\$55.44	\$56.60
Graphic Artist III**		\$63.66	\$65.00	\$66.37	\$67.76	\$69.18
Graphic Artist IV		\$75.03	\$76.61	\$78.22	\$79.86	\$81.54
Graphic Artist V		\$86.92	\$88.75	\$90.61	\$92.51	\$94.45
Training Specialist/Instructor I**		\$46.26	\$47.23	\$48.22	\$49.23	\$50.26
Training Specialist/Instructor II**		\$63.66	\$65.00	\$66.37	\$67.76	\$69.18
Subject Matter Expert I		\$115.33	\$117.75	\$120.22	\$122.74	\$125.32
Subject Matter Expert II		\$144.81	\$147.85	\$150.95	\$154.12	\$157.36
Subject Matter Expert III		\$173.05	\$176.68	\$180.39	\$184.18	\$188.05
Subject Matter Expert IV		\$201.82	\$206.06	\$210.39	\$214.81	\$219.32
Subject Matter Expert V		\$230.62	\$235.46	\$240.40	\$245.45	\$250.60
Subject Matter Expert VI		\$259.48	\$264.93	\$270.49	\$276.17	\$281.97
Documentation Specialist/Editor I**		\$40.56	\$41.41	\$42.28	\$43.17	\$44.08
Documentation Specialist/Editor II**		\$52.09	\$53.18	\$54.30	\$55.44	\$56.60
Documentation Specialist/Editor III		\$63.66	\$65.00	\$66.37	\$67.76	\$69.18
Documentation Specialist/Editor IV		\$75.03	\$76.61	\$78.22	\$79.86	\$81.54
Documentation Specialist/Editor V		\$92.46	\$94.40	\$96.38	\$98.40	\$100.47
Training Technical Support Engineer I**		\$63.66	\$65.00	\$66.37	\$67.76	\$69.18
Training Software Technician I**		\$34.60	\$35.33	\$36.07	\$36.83	\$37.60
Training Software Technician II**		\$46.26	\$47.23	\$48.22	\$49.23	\$50.26
Training Software Technician III**		\$58.04	\$59.26	\$60.50	\$61.77	\$63.07

SCA MATRIX		
SCA Eligible Contract Labor Category	SCA Equivalent Code – Title	WD Number
Special Item Numbers: 874-1/1RC, 874-6/6RC, 874-7/7RC		
Technical Writer/Editor	30461 - Technical Writer I	05-2103
Administrative Support and Graphics Specialist III	01612 - Word Processor II	05-2103
Administrative Support and Graphics Specialist II	01612 - Word Processor II	05-2103
Administrative Support and Graphics Specialist I	01611 - Word Processor I	05-2103
ISO 14000 Analyst	01113 - General Clerk III	05-2103
Organizational Researcher	01111 - General Clerk I	05-2103
Data Specialist II	01112 - General Clerk II	05-2103
Data Specialist I	01111 - General Clerk I	05-2103
Jr. Functional Analyst I	01113 - General Clerk III	05-2103
Research Data Assistant III	01113 - General Clerk III	05-2103
Research Data Assistant II	01052 - Data Entry Operator II	05-2103
Research Data Assistant I	01051 - Data Entry Operator I	05-2103
Junior Dispute Resolution Professional	01113 - General Clerk III	05-2103
Jr. Scientific/Technical Consultant	01113 - General Clerk III	05-2103
Direct Support	01112 - General Clerk II	05-2103
Jr. Program/Management Analyst	01113 - General Clerk III	05-2103
Jr. Systems/Project Engineers	01113 - General Clerk III	05-2103
Special Item Numbers: 874-4/4RC		
Senior Administrative Support Specialist	01113 - General Clerk III	05-2103
Administrative Support Specialist	01112 - General Clerk II	05-2103
Graphic Artist I	01613 - Word Processor III	05-2103
Graphic Artist II	01613 - Word Processor III	05-2103
Graphic Artist III	01613 - Word Processor III	05-2103
Training Specialist/Instructor I	30461 - Technical Writer I	05-2103
Training Specialist/Instructor II	30461 - Technical Writer I	05-2103
Documentation Specialist/Editor I	01611 - Word Processor I	05-2103
Documentation Specialist/Editor II	01612 - Word Processor II	05-2103
Training Technical Support Engineer I	01020 - Administrative Assistant	05-2103
Training Software Technician I	14041 - Computer Operator I	05-2103
Training Software Technician II	14041 - Computer Operator I	05-2103
Training Software Technician III	14042 - Computer Operator II	05-2103

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