GENERAL SERVICES ADMINISTRATION
Federal Supply Service
Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage! ®, a menu-driven database system. The INTERNET address GSA Advantage! ® is: GSAAdvantage.gov.

Multiple Award Schedule
Information Technology (IT) Professional Services Category
Professional Services Category

<table>
<thead>
<tr>
<th>Product Service Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>D399</td>
<td>Other Information Technology Services, Not Elsewhere Classified</td>
</tr>
<tr>
<td>R704</td>
<td>Professional and Management Development Training</td>
</tr>
<tr>
<td>U099</td>
<td>Educational Support Services</td>
</tr>
</tbody>
</table>

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov.

Contract Number:  GS-35F-0120Y

Contract Period:  12/20/2011 – 12/19/2021

Network and Simulation Technologies Inc.
1 Corporate Place, Middletown, RI 02842
Phone: 401-619-1220 Fax: 401-619-1322
www.netsimco.com
Service Disabled Veteran-Owned Small Business
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1. COMPANY INFORMATION

Netsimco is an award-winning Service-Disabled Veteran-Owned Small Business (SDVOSB) headquartered in Middletown, RI. Our company was formed in 2000 and operates in RI, CT, and AL. Today, Netsimco has over 100 contractors supporting the U.S. Naval War College (NWC) and USN Senior Enlisted Academy (SEA). The NWC is a fully accredited institution providing advanced (postgrad) education for nearly 150 years. NWC issues provides master’s degrees to more than 600 students each year, and Netsimco is its sole provider of educational services.

We provide the full spectrum of educational and training support including; education administration (student control), academic course/curriculum development, academic in-person and virtual (web based) instruction, and academic technical support (IT/AV) for classrooms. Our company has been awarded more than $130 million in contracts supporting the Naval War College, Center for Naval Warfare Studies, Naval Postgraduate School, US Naval Academy. We are the sole contract provider of courseware design and deployment – for the entire NWC, including resident students and the NWC College of Distance Education, which educates thousands of students each year. For the past 20 years, we have grown steadily by providing superior educational support services at a reasonable cost and maintaining a sharp focus on customer. This simple approach has allowed Netsimco to earn “Exceptional” Contractor Performance Assessment Ratings (CPARS) on every one of our major contracts. In 2019, the Employer Support of the Guard and Reserve (ESGR) presented the Seven Seals Award to Netsimco for meritorious leadership and initiative in support of the National Guard and Reserve. Netsimco was also a semifinalist for the Secretary of Defense Freedom Award and is an INC 5000 awardee.

We provide information technology, research, analysis, program management and modeling and simulation services to federal government customers. During fiscal year 2019, revenues from our Government contracts accounted for approximately 100% of our total revenues. We provide technology-based services with a focus on infrastructure support, military exercise development and analysis, military education and training, and program management services.

The demand for our services has grown substantially in recent years, and we believe that this will continue to increase in the future as a result of strategic, financial and technological factors. These factors include: the desire of DoD organizations to focus on their core competencies; the increasing desire by organizations to drive process improvements and improve the speed of and reduce the cost of operations; the increasing acceptance by organizations to utilize IT outsourcing; the increasing complexity of information technology systems; the increasing requirements for rapid processing of information and the instantaneous communication of large amounts of data to multiple locations; and the desire by organizations to take advantage of the latest advances in technology without the cost and resource commitment required to maintain in-house systems.

Information Technology
Netsimco’s IT services focus on defining and satisfying customer requirements in the following areas:

- Network and Systems Administration
- Systems Engineering and Integration
- Web and Application Development
- IT Helpdesk and Training and Education Technical Support
- Maritime Command and Control
- Virtual/Cloud Computing
- Information Assurance Management

Information Technology (IT) Support areas:

- Systems Administration and maintenance responsibilities for over 100 servers including: email, DNS, database, web and file servers.

Network administration services dozens of Wide and Local Area Networks. These included administrative, operational and R&D networks operating at four different security classification levels.
Help Desk services for over 600 client workstations.

Life Cycle Management – responsible for management of over 1000 systems. This includes Hardware and Software Maintenance and/or Licensing, configuration management and tracking and refresh of hardware.

Network Security Management
Firewall and Anti-Virus services for six networks.
Security Certification and Accreditation services in accordance with federal government directives.
Disaster Recovery and Continuity of Operations, including redundancy, backups, training and procedures.
Computer Security Awareness and Training.

System and Software Design, Development, Engineering, and Integration
C4I (Command, Control, Communications and Computers and Intelligence) integration services
Modeling & Simulation development, engineering and integration
Software Engineering / Database Development and Integration

Information Technology (IT) Strategic Planning, Program Assessment, and Studies
Technology Program Management services including support for IT decision makers.
Operations Analyst support for Business Process Reengineering (BPR) and strategic planning projects

Maritime Command and Control / Training and Education Support Experience for Joint Forces Maritime Component Commander (JFMCC) and Maritime Headquarters with Maritime Operations Centers (MHQ/MOC).

Professional and Management Development Training and Educational Support Services
Netsimco’s professional services focus on providing the full spectrum of educational and training support including:
Education administration (student control)
  - Training course/curriculum development
  - Academic in-person and virtual (web based) instruction
  - Academic technical support (IT/AV) for classrooms
2. INFORMATION FOR ORDERING ACTIVITIES

1a. TABLE OF AWARDED SPECIAL ITEM NUMBERS (SINs)

<table>
<thead>
<tr>
<th>SIN</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>Information Technology Professional Services</td>
</tr>
<tr>
<td>611430</td>
<td>Professional and Management Development Training</td>
</tr>
<tr>
<td>611710</td>
<td>Educational Support Services</td>
</tr>
</tbody>
</table>

1b. LOWEST PRICED MODEL NUMBER AND PRICE FOR EACH AWARDED SIN

Please refer to Section 3 below.

1c. DESCRIPTIONS OF ALL CORRESPONDING COMMERCIAL JOB TITLES WITH EXPERIENCE, FUNCTIONAL RESPONSIBILITY AND EDUCATION

Please refer to Section 3 below. Prices are based on a unit of one (1) Labor Category for each awarded SIN. Prices are not based on geographic location.

2. MAXIMUM ORDER

<table>
<thead>
<tr>
<th>SIN</th>
<th>Maximum Order</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>$500,000</td>
</tr>
<tr>
<td>611430</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>611710</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

3. MINIMUM ORDER

The Minimum Order value of orders to be issued is $100.00.

4. GEOGRAPHIC COVERAGE

Domestic delivery is delivery within the 48 contiguous states, Alaska, Hawaii, Puerto Rico, Washington, DC, and U.S. Territories. Domestic delivery also includes a port or consolidation point, within the aforementioned areas, for orders received from overseas activities.

Overseas delivery is delivery to points outside of the 48 contiguous states, Washington, DC, Alaska, Hawaii, Puerto Rico, and U.S. Territories.

5. POINT(S) OF PRODUCTION (city, county, and State or foreign country)

Not Applicable.

6. DISCOUNTS

Prices shown are NET Prices; Basic Discounts have been deducted.

7. QUANTITY DISCOUNTS

None.

8. PROMPT PAYMENT TERMS

None. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9a. NOTIFICATION THAT GOVERNMENT PURCHASE CARDS ARE ACCEPTED AT OR BELOW THE MICRO- PURCHASE THRESHOLD
Government purchase cards are accepted at or below the micro-purchase for oral or written orders under this contract.

9b. NOTIFICATION WHETHER GOVERNMENT PURCHASE CARDS ARE ACCEPTED OR NOT ACCEPTED ABOVE THE MICRO-PURCHASE THRESHOLD

Government purchase cards are accepted above the micro-purchase threshold for oral or written orders under this contract.

10. FOREIGN ITEMS

None.

11a. TIME OF DELIVERY

Contractor shall deliver or perform services in accordance with the terms negotiated in an agency’s order.

11b. EXPEDITED DELIVERY

Items available for expedited delivery are noted in this price list. Contact Contractor for availability.

11c. OVERNIGHT AND 2-DAY DELIVERY

Contact Contractor for availability and rates for overnight and 2-day delivery.

11d. URGENT REQUIREMENTS

Contact Contractor for availability.

12. F.O.B. POINT

Destination: Service or product delivery may be within any of the 50 states of the United States, the District of Columbia, and the Commonwealth of Puerto Rico.

13a. ORDERING ADDRESS

Network and Simulation Technologies Inc.
PO Box 6036
Middletown, RI 02842
DUNS Number: 135914880

For SIN 54151S Mr. M. Waite
(401) 619-1220

For SIN 611430 Mr. M. Waite
(401) 619-1220

For SIN 611710 Mr. M. Waite
(401) 619-1220

13b. ORDERING PROCEDURES

For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s) are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. PAYMENT ADDRESS

Network and Simulation Technologies Inc.
PO Box 6036
Middletown, RI 02842
15. **WARRANTY PROVISION**

For the purpose of this contract, commitments, warranties and representations include, in addition to those agreed to for the entire schedule contract:

(1) Time of delivery/installation quotations for individual orders;
(2) Technical representations and/or warranties of products concerning performance, total system performance and/or configuration, physical, design and/or functional characteristics and capabilities of a product/equipment/service/software package submitted in response to requirements which result in orders under this schedule contract.
(3) Any representations and/or warranties concerning the products made in any literature, description, drawings and/or specifications furnished by the Contractor.

The above is not intended to encompass items not currently covered by the GSA Schedule contract.

16. **EXPORT PACKING CHARGES**

Not Applicable.

17. **TERMS AND CONDITIONS OF GOVERNMENT PURCHASE CARD ACCEPTANCE (any thresholds above the micro-purchase level)**

Government purchase cards are accepted at or below the micro-purchase for oral or written orders under this contract. Government purchase cards are accepted above the micro-purchase threshold for oral or written orders under this contract.

18. **TERMS AND CONDITIONS OF RENTAL, MAINTENANCE, AND REPAIR**

The maintenance/repair service provided is the standard commercial terms and conditions for the type of products and/or services awarded.

19. **TERMS AND CONDITIONS OF INSTALLATION**

Not Applicable.

20. **TERMS AND CONDITIONS OF REPAIR PARTS**

Not Applicable.

20a. **TERMS AND CONDITIONS FOR ANY OTHER SERVICES**

Not Applicable.

21. **LIST OF SERVICE AND DISTRIBUTION POINTS**

Not Applicable.

22. **LIST OF PARTICIPATING DEALERS**

Not Applicable.

23. **PREVENTIVE MAINTENANCE**

Not Applicable.

24a. **SPECIAL ATTRIBUTES SUCH AS ENVIRONMENTAL ATTRIBUTES**

Not Applicable.

24b. **SECTION 508 COMPLIANCE**

25. DATA UNIVERSAL NUMBER SYSTEM (DUNS) NUMBER
Contractor DUNS Number: 13-5914880

26. NOTIFICATION REGARDING REGISTRATION IN SYSTEM FOR AWARD MANAGEMENT (SAM) DATABASE
Contractor has an active registration in the System for Award Management (SAM) database.
3. TERMS AND CONDITIONS APPLICABLE TO INFORMATION TECHNOLOGY (IT) PROFESSIONAL SERVICES (SPECIAL ITEM NUMBER 54151S)

****NOTE: All non-professional labor categories must be incidental to, and used solely to support professional services, and cannot be purchased separately.

1. SCOPE
   a. The prices, terms and conditions stated under Special Item Number 132-51 Information Technology Professional Services apply exclusively to IT Professional Services within the scope of this Information Technology Schedule.
   b. The Contractor shall provide services at the Contractor’s facility and/or at the ordering activity location, as agreed to by the Contractor and the ordering activity.

2. PERFORMANCE INCENTIVES 1-FSS-60 Performance Incentives (April 2000)
   a. Performance incentives may be agreed upon between the Contractor and the ordering activity on individual fixed price orders or Blanket Purchase Agreements under this contract.
   b. The ordering activity must establish a maximum performance incentive price for these services and/or total solutions on individual orders or Blanket Purchase Agreements.
   c. Incentives should be designed to relate results achieved by the contractor to specified targets. To the maximum extent practicable, ordering activities shall consider establishing incentives where performance is critical to the ordering activity’s mission and incentives are likely to motivate the contractor. Incentives shall be based on objectively measurable tasks.

3. ORDER
   a. Agencies may use written orders, EDI orders, blanket purchase agreements, individual purchase orders, or task orders for ordering services under this contract. Blanket Purchase Agreements shall not extend beyond the end of the contract period; all services and delivery shall be made and the contract terms and conditions shall continue in effect until the completion of the order. Orders for tasks which extend beyond the fiscal year for which funds are available shall include FAR 52.232-19 (Deviation – May 2003) Availability of Funds for the Next Fiscal Year. The purchase order shall specify the availability of funds and the period for which funds are available.
   b. All task orders are subject to the terms and conditions of the contract. In the event of conflict between a task order and the contract, the contract will take precedence.

4. PERFORMANCE OF SERVICES
   a. The Contractor shall commence performance of services on the date agreed to by the Contractor and the ordering activity.
   b. The Contractor agrees to render services only during normal working hours, unless otherwise agreed to by the Contractor and the ordering activity.
   c. The ordering activity should include the criteria for satisfactory completion for each task in the Statement of Work or Delivery Order. Services shall be completed in a good and workmanlike manner.
   d. Any Contractor travel required in the performance of IT Services must comply with the Federal Travel Regulation or Joint Travel Regulations, as applicable, in effect on the date(s) the travel is performed. Established Federal Government per diem rates will apply to all Contractor travel. Contractors cannot use GSA city pair contracts.

5. STOP-WORK ORDER (FAR 52.242-15) (AUG 1989)
   a. The Contracting Officer may, at any time, by written order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this contract for a period of 90 days after the order is delivered to the Contractor, and for any further period to which the parties may agree. The order shall be specifically identified as a stop-work order issued under this clause. Upon receipt of the order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incidence of costs allocable to the work covered by the order during the period of work stoppage. Within a period of 90 days
after a stop-work is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the Contracting Officer shall either-
(1) Cancel the stop-work order; or
(2) Terminate the work covered by the order as provided in the Default, or the Termination for Convenience of the Government, clause of this contract.

b. If a stop-work order issued under this clause is canceled or the period of the order or any extension thereof expires, the Contractor shall resume work. The Contracting Officer shall make an equitable adjustment in the delivery schedule or contract price, or both, and the contract shall be modified, in writing, accordingly, if-
(1) The stop-work order results in an increase in the time required for, or in the Contractor's cost properly allocable to, the performance of any part of this contract; and
(2) The Contractor asserts its right to the adjustment within 30 days after the end of the period of work stoppage; provided, that, if the Contracting Officer decides the facts justify the action, the Contracting Officer may receive and act upon the claim submitted at any time before final payment under this contract.

c. If a stop-work order is not canceled and the work covered by the order is terminated for the convenience of the Government, the Contracting Officer shall allow reasonable costs resulting from the stop-work order in arriving at the termination settlement.

d. If a stop-work order is not canceled and the work covered by the order is terminated for default, the Contracting Officer shall allow, by equitable adjustment or otherwise, reasonable costs resulting from the stop-work order.

6. INSPECTION OF SERVICES

7. RESPONSIBILITIES OF THE CONTRACTOR
The Contractor shall comply with all laws, ordinances, and regulations (Federal, State, City, or otherwise) covering work of this character. If the end product of a task order is software, then FAR 52.227-14 Rights in Data – General (May 2014), may apply.

8. RESPONSIBILITIES OF THE ORDERING ACTIVITY
Subject to security regulations, the ordering activity shall permit Contractor access to all facilities necessary to perform the requisite IT Professional Services.

9. INDEPENDENT CONTRACTOR
All IT Professional Services performed by the Contractor under the terms of this contract shall be as an independent Contractor, and not as an agent or employee of the ordering activity.

10. ORGANIZATIONAL CONFLICTS OF INTEREST
a. Definitions.
“Contractor” means the person, firm, unincorporated association, joint venture, partnership, or corporation that is a party to this contract.
“Contractor and its affiliates” and “Contractor or its affiliates” refers to the Contractor, its chief executives, directors, officers, subsidiaries, affiliates, subcontractors at any tier, and consultants and any joint venture involving the Contractor, any entity into or with which the Contractor subsequently merges or affiliates, or any other successor or assignee of the Contractor.
An “Organizational conflict of interest” exists when the nature of the work to be performed under a proposed ordering activity contract, without some restriction on ordering activities by the Contractor and its affiliates, may either (i) result in an unfair competitive advantage to the Contractor or its affiliates or (ii) impair the Contractor’s or its affiliates’ objectivity in performing contract work.
b. To avoid an organizational or financial conflict of interest and to avoid prejudicing the best interests of the ordering activity, ordering activities may place restrictions on the Contractors, its affiliates, chief executives, directors, subsidiaries and subcontractors at any tier when placing orders against schedule contracts. Such restrictions shall be consistent with FAR 9.505 and shall be designed to avoid, neutralize, or mitigate organizational conflicts of interest that might otherwise exist in situations related to individual orders placed against the schedule contract. Examples of situations, which may require restrictions, are provided at FAR 9.508.

11. INVOICES
The Contractor, upon completion of the work ordered, shall submit invoices for IT Professional services. Progress payments may be authorized by the ordering activity on individual orders if appropriate. Progress payments shall be based upon completion of defined milestones or interim products. Invoices shall be submitted monthly for recurring services performed during the preceding month.

12. PAYMENTS
For firm-fixed price orders the ordering activity shall pay the Contractor, upon submission of proper invoices or vouchers, the prices stipulated in this contract for service rendered and accepted. Progress payments shall be made only when authorized by the order. For time-and-materials orders, the Payments under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (OCT 2018) (ALTERNATE I – JAN 2017) (DEVIATION I – FEB 2018) applies to time-and-materials orders placed under this contract. For labor-hour orders, the Payment under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (OCT 2018) (ALTERNATE I – JAN 2017) (DEVIATION I – FEB 2018) applies to labor-hour orders placed under this contract. FAR 52.216-31(FEB 2007) Time-and-Materials/Labor-Hour Proposal Requirements—Commercial Item Acquisition As prescribed in 16.601(e)(3), insert the following provision:
(a) The Government contemplates award of a Time-and-Materials or Labor-Hour type of contract resulting from this solicitation.
(b) The offeror must specify fixed hourly rates in its offer that include wages, overhead, general and administrative expenses, and profit. The offeror must specify whether the fixed hourly rate for each labor category applies to labor performed by—
   (1) The offeror;
   (2) Subcontractors; and/or
   (3) Divisions, subsidiaries, or affiliates of the offeror under a common control.

13. RESUMES
Resumes shall be provided to the GSA Contracting Officer or the user ordering activity upon request.

14. INCIDENTAL SUPPORT COSTS
Incidental support costs are available outside the scope of this contract. The costs will be negotiated separately with the ordering activity in accordance with the guidelines set forth in the FAR.

15. APPROVAL OF SUBCONTRACTS
The ordering activity may require that the Contractor receive, from the ordering activity's Contracting Officer, written consent before placing any subcontract for furnishing any of the work called for in a task order.

16. DESCRIPTION OF IT PROFESSIONAL SERVICES AND PRICING: See Following Pages
### Netsimco GSA Pricelist at Customer Site

**Rates Effective 06/11/2018**

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Labor Categories</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>NETSIM-001</td>
<td>Subject Matter Expert (Intermediate)</td>
<td>$134.64</td>
</tr>
<tr>
<td>NETSIM-002</td>
<td>Technical Operations Lead</td>
<td>$85.33</td>
</tr>
<tr>
<td>NETSIM-003</td>
<td>Subject Matter Expert I (SME)</td>
<td>$116.53</td>
</tr>
<tr>
<td>NETSIM-004</td>
<td>Program Manager</td>
<td>$95.19</td>
</tr>
<tr>
<td>NETSIM-005</td>
<td>Project Manager</td>
<td>$84.61</td>
</tr>
<tr>
<td>NETSIM-006</td>
<td>Computer System Analyst I</td>
<td>$48.39</td>
</tr>
<tr>
<td>NETSIM-007</td>
<td>Computer System Analyst II</td>
<td>$49.23</td>
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<tr>
<td>NETSIM-008</td>
<td>Computer System Analyst III</td>
<td>$64.76</td>
</tr>
<tr>
<td>NETSIM-009</td>
<td>Computer Programmer IV</td>
<td>$58.62</td>
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<tr>
<td>NETSIM-010</td>
<td>Technical Analyst 2</td>
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<td>NETSIM-011</td>
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<td>NETSIM-012</td>
<td>Computer Operator II</td>
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<td>NETSIM-013</td>
<td>Computer Operator III</td>
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<tr>
<td>NETSIM-014</td>
<td>Computer Operator V</td>
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<tr>
<td>NETSIM-015</td>
<td>Senior Systems Analyst</td>
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<tr>
<td>NETSIM-016</td>
<td>Systems Analyst</td>
<td>$50.16</td>
</tr>
<tr>
<td>NETSIM-017</td>
<td>Web Developer</td>
<td>$73.49</td>
</tr>
<tr>
<td>NETSIM-018</td>
<td>Systems Administrator</td>
<td>$48.19</td>
</tr>
<tr>
<td>NETSIM-019</td>
<td>Network Administrator</td>
<td>$50.18</td>
</tr>
<tr>
<td>NETSIM-020</td>
<td>Administrative Assistant</td>
<td>$54.89</td>
</tr>
<tr>
<td>NETSIM-021</td>
<td>Technical Writer II</td>
<td>$47.42</td>
</tr>
</tbody>
</table>
5. SIN 54151S INFORMATION TECHNOLOGY PROFESSIONAL SERVICES LABOR CATEGORY DESCRIPTIONS

NETSIM-001
Subject Matter Expert (Intermediate)

Minimum/General Experience: Recognized technical expert. With minimal direction, provides expert support, analysis and research into exceptionally complex problems, and processes relating to the subject matter. Serves as technical expert on executive-level project teams providing technical direction, interpretation and alternatives. Thinks independently and demonstrates exceptional written and oral communications skills.

Functional Responsibility: Applies extensive technical expertise, and has full knowledge of other related disciplines. Guides the successful completion of major programs and may function in a project leadership role. Develops technical solutions to complex problems that require the regular use of ingenuity and creativity. Work is performed without appreciable direction. Exercises considerable latitude in determining technical objectives of assignment. Expertise is in a particular area of Information Technology (e.g., Information Systems Architecture, Telecommunications Systems Design, Architecture, Implementation, Information Systems Integration, Software Development Methodologies, Security Engineering, Communications and Network Systems Management), or a specific functional area (e.g., finance, logistics, and operations research).

Minimum Education: Master’s Degree (MS/MA) from an accredited college/university in related field.

NETSIM-002
Technical Operations Lead

Minimum/General Experience: Eight (8) years domain specific experience in the system(s)/environment being investigated. Technical experience using systems engineering techniques and the development and application of simulation systems including programming and knowledge experience. Possesses commensurate experience in verification, validation and accreditation/certification of simulation models in a distributed simulation environment; conceptual model of the mission space development and the utilization of common models; knowledge acquisition, functional decomposition and knowledge representation. Possesses competence in all major phases of domains to be represented; knowledge of applicable hardware, system software, input/output devices, structure and management practices.

Functional Responsibility: Guides assigned systems engineers in functional knowledge acquisition performance and other validation criteria are met. Complies with task/work breakdown schedules. Reports potential problem areas and possible solutions. Participates in distributed interactive simulation exercises, formulating conceptual models of the mission space and product presentation to designated validation authorities; develops alternative approaches and conducts feasibility studies.

Minimum Education: Bachelor Degree in Electrical, Computer, or Mechanical Engineering, Physics, Mathematics, Natural Sciences or Business from an accredited college or university.

NETSIM-003
Subject Matter Expert (SME) 1

Minimum/General Experience: Master’s Degree Required. Eight (8) years of hands-on experience with Operational Requirements, Test & Evaluation, and Training. Recognized expert who has demonstrated academic, industry and public service leadership.

Functional Responsibility: Responsible for technical training and education, including experience as a researchers/professor at the Naval Operational Planners Course, providing expert training lectures at the AQD (Additional Qualification Designator –Subspecialty) level.

Minimum Education: Master’s Degree (MS/MA) from an accredited college/university in related field

NETSIM-004
Program Manager

Functional Responsibility: Responsible for architectural design, execution and technical management of military exercises, experiments, and war games - including demonstrated experience in the application of modeling and simulation systems and C4I systems integration and command and control technologies to achieve educational goals.

Minimum Education: Bachelor’s degree in Engineering, Physical Sciences, Mathematics, Management Information Systems, or Business.

NETSIM-005
Project Manager
Minimum/General Experience: Eight (8) years of direct work experience with technology support, to include: Design, Development, Production, Installation, and Test & Evaluation of technical architectures.
Functional Responsibility: Responsible for management of projects to include: Supervising Project Personnel, Scheduling Work, Technical Planning and Execution, and Equipment Control. Responsible for knowledge of Federal Acquisition Regulation (FAR) and procurement policies and procedures.
Minimum Education: BS degree in Computer Science or Electronic Engineering/Technology.

NETSIM-006
Computer System Analyst I
Minimum/General Experience: Two (2) years’ experience in the support of day-to-day Information Technology operations.
Functional Responsibility: Provide Tier I support to customers on support line calls, walk-ins or help tickets for a wide range of IT incidents. Responds, transfers, closes incident tickets to department standards and in a timely manner. Must be able to communicate effectively with a diverse client base to efficiently troubleshoot and resolve incidents. Ability to liaise with peers if elevations of incidents are required. Needs to be able to lift and transport equipment when required. Knowledge of a wide range of hardware and software to include desktops, laptops, mobile devices (iPhones, iPads, Tablets), servers, printers and other peripherals; Windows, Active Directory, MS Office, SharePoint, client accounts and file servers. Ability to reimage, install, configure and troubleshoot hardware and software in accordance with IT service standards and security practices.
Minimum Education: High School diploma and technical certifications required.

NETSIM-007
Computer System Analyst II
Minimum/General Experience: Two (2) years’ experience in the support of a large customer base for day-to-day Information Technology operations.
Functional Responsibility: Primary customer support with end-users, providing support/resolution to a wide range of IT incidents remotely or at the client site. Responds, transfers, closes incident tickets to department standards and in a timely manner. Knowledge of a wide range of hardware and software to include desktops, laptops, mobile devices (iPhones, iPads, Tablets), servers, printers and other peripherals; Windows, Active Directory, MS Office, SharePoint, client accounts and file servers.
Minimum Education: High School diploma and technical certifications required.

NETSIM-008
Computer System Analyst III
Minimum/General Experience: Five (5) years Systems experience, to include: Design, Development, Test and Evaluation, Network Protocols, LAN administration fundamentals, and UNIX and/or Windows based operating systems. Must have experience with VMware, vSphere, and similar technologies.
Functional Responsibility: Responsible for exercising technical management over teams’ responsible for systems administration using Microsoft Windows / UNIX / Linux operating systems. Maintains configuration of the domains and builds competent solutions to improve Active Directory, manages storage solutions, monitors and manages system resources, writes or modifies basic scripts to resolve performance problems and automate systems administration tasks, participates in disaster recovery testing and continuity of operations planning, maintains system documentation and logs, performs or assists in troubleshooting and diagnosing production problems, and maintain network security authentication. Monitor resource and system performance on both physical and virtual infrastructure.
Minimum Education: High School diploma or GED and technical certifications required.
NETSIM-009
Computer Programmer IV
Minimum/General Experience: Four or more years of software development experience with a focus on web application programming and database design.
Functional Responsibility: Develop, design, support and maintain web sites, applications, and databases for both internal and external users. Gather requirements from Points of Contacts (POCs), Program Managers and Subject Matter Experts (SMEs). Defines site objectives, features and functions by analyzing user requirements. Troubleshoot all issues and recommend product solutions and improvements pertaining to connectivity, configuration, speed, networking and information servers. Complete programming using languages and software products, testing and deploying upon completion of development life cycle standards. Develop technical documentation, functional specifications and Standard Operating Procedures (SOPs).
Minimum Education: Bachelor's Degree in Computer Science or equivalent.

NETSIM-010
Technical Analyst 2
Minimum/General Experience: Audio Visual specialist with three (3) years of experience in Audio Visual specifications development, process analysis and design, technical problem solving, and analytical/logical thinking, including three year hands-on technical experience with CCTV, audio-video routing, recording equipment and software capabilities, standard AV software, hardware and applications in a TV studio environment.
Functional Responsibility: Responsible for managing video teleconferencing events using state-of-art technologies and procedures used over a variety of networks.
Minimum Education: BS degree in Audio Visual Technology or related field.

NETSIM-011
N/A

NETSIM-012
Computer Operator II
Minimum/General Experience: High School Diploma or GED. Two (2) years of experience, to include: operating a simulation data entry device to record or verify a variety of standard, coded, or encoded military source data into a computer; searching, interpreting, and selecting coding items in accordance with established procedures.
Functional Responsibility: Responsible for the installation, maintenance, operation and troubleshooting of systems in support of training environments, exercises, war games and experiments.
Minimum Education: High School diploma or GED.

NETSIM-013
Computer Operator III
Minimum/General Experience: Four years of technical work related experience.
Functional Responsibility: Responsible for processing a range of technology applications. In addition to operating the system and resolving common error conditions, diagnoses and acts on system stoppage and error conditions not fully covered by existing procedures and guidelines. In response to computer output instructions or error conditions, may deviate from standard procedures if standard procedures do not provide a solution. Refers problems which do not respond to corrective procedures.
Minimum Education: High School diploma or GED.

NETSIM-014
Computer Operator V
Minimum/General Experience: Has five years of work related experience.
Functional Responsibility: Responsible for resolving a variety of difficult operating problems (e.g. making unusual equipment connections and rarely used equipment and channel configurations to direct processing through or around problems in equipment, circuits, or channels or reviewing test run requirements and developing unusual system configurations that will allow test programs to process without interfering with ongoing job requirements). In response to computer output instructions and error conditions or to avoid loss of information or to conserve computer time, operator deviates from standard procedures. May spend considerable time providing technical assistance to lower level operators and assisting programmers, systems analysts, and subject matter specialists in resolving problems.
Minimum Education: High School diploma or GED.

NETSIM-015
Senior Systems Analyst
Minimum/General Experience: Has Microsoft certification as a Systems Engineer (MCSE) and at least 15 years’ experience in technical systems integration.
Functional Responsibility: Responsible for solving information technology problems and applying information technology to meet the individual needs. Provides system administration of computer modeling and simulation systems used in support of research and analysis. Senior Systems Analyst will provide database management expertise that includes 5 years direct experience.
Minimum Education: High School diploma or GED.

NETSIM-016
Systems Analyst
Minimum/General Experience: Has extensive technical training, education and experience; at least five years’ experience in technical systems integration; experience in both military exercises and in information systems technologies.
Functional Responsibility: Responsible for work with databases, object-oriented programming languages, client-server applications development, multimedia and Internet technology.
Minimum Education: High School diploma or GED.

NETSIM-017
Web Developer
Minimum/General Experience: Has education or equivalent five years’ work experience in development and deployment of web applications.
Functional Responsibility: Responsible for hand coding content for web pages working within design parameters and taking into account requirements of coding for XML, XHTML, macro display, style sheets, accessibility by variously impaired audiences, and speed of download.
Minimum Education: Bachelor’s Degree in Computer Science, or Information Technology.

NETSIM-018
Systems Administrator
Minimum/General Experience: Has at least four years’ experience, of which at least two years are specialized experience in administrating Windows, UNIX, Linux or open systems-compliant systems.
Functional Responsibility: Responsible for designing, installation, modifications and maintenance of local area networks (LANs). Responsible for troubleshooting and making necessary adjustments in network operating system, software and hardware. Works with other staff to design, develop, install, test, debug, modify and maintain distributed processing databases on the LAN.
Minimum Education: High School diploma or GED.

NETSIM-019
Network Administrator
Minimum/General Experience: Three (3) years of significant experience in the supporting of networks to include IOS, Firewalls, VoIP and VPNs.
Functional Responsibility: Responsibilities include installing, maintaining and troubleshooting all voice and data infrastructure on Local Area Networks (LAN) and Wide Area Networks (WAN). Integral knowledge of routers, switches, security appliances and VoIP equipment. Conducting moves, additions and changes of physical network equipment, troubleshoot and analyze system functionality responsiveness to standard protocols. Knowledge of relevant computer and networking protocols, architecture models, hardware and operating systems. Ability to cable and install network layout to department standards and within the department’s security practices and protocols. Maintain accurate records of all maintenance, inventory and security measures using ITIL processes for voice and data networks.
Minimum Education: Associate’s degree in a related field and a current CCNA or CCDA.

NETSIM-020
Administrative Assistant
Minimum/General Experience: Two years of related work experience.
Functional Responsibility: Responsible for providing office automation, clerical and logistics support. These tasks may include graphical support for PowerPoint briefings and presentations, coordination of meetings and planning events, coordination of travel arrangements and security clearance requirements. Responsible for preparing reports and liaison for logistics requirements.
Minimum Education: High School diploma or GED.

NETSIM-021
Technical Writer II
Minimum/General Experience: Has 1 year of professional experience in technical writing/editing.
Functional Responsibility: Responsible for the proof reading, editing, lay-out, reproduction and publication of published materials, including documents, training manuals, periodicals, newsletters and academic course materials.
Minimum Education: Bachelor’s degree in any field.
### Netsimco GSA Pricelist at Customer Site

**Rates Effective 09/25/2020**

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Labor Categories</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>NETSIM-022</td>
<td>Program Manager</td>
<td>$82.88</td>
</tr>
<tr>
<td>NETSIM-023</td>
<td>Subject Matter Expert</td>
<td>$104.86</td>
</tr>
<tr>
<td>NETSIM-024</td>
<td>Training Specialist 1</td>
<td>$45.09</td>
</tr>
<tr>
<td>NETSIM-025</td>
<td>Training Specialist 2</td>
<td>$62.79</td>
</tr>
</tbody>
</table>
7. SIN 611430 PROFESSIONAL AND MANAGEMENT DEVELOPMENT TRAINING LABOR CATEGORY DESCRIPTIONS

NETSIM-022
Program Manager
General Duties or Experience: Five (5) years’ experience providing program management. Directs, coordinates, and exercises supervisory authority for planning, organizing, controlling, integrating and completing training programs. Program managers are also responsible for the overall program definition, organization, and direction of short and long-range plans. This includes the responsibility for formulating, guiding, and directing the technical approach; and defining and negotiation with activity and agency personnel for necessary resources. Establishment and control of technical milestones, schedules, budgets and costs are also essential tasks for the Program Manager.
Minimum Education: Bachelor’s level degree in any technical or managerial discipline.

NETSIM-023
Subject Matter Expert
General Duties or Experience: Ten (10) years’ experience providing Subject Matter Expertise in areas relevant to training services. Provides specialized knowledge and guidance to the technical staff on the functional procedures, processes, and policies reflecting detailed knowledge of functional areas for the task. Must be able to communicate highly technical and specialized information to variety of audience orally and in writing.
Minimum Education: Master’s degree in relevant field.

NETSIM-024
Training Specialist 1
General Duties or Experience: Three (3) years’ experience in course relevant instruction/development/training. Training specialists must plan, organize, and direct a wide range of training activities. Assess the training needs of clients and guide them through the most appropriate training method. Conducts the research necessary to develop and revise training courses. Develops and revises these courses and prepares appropriate training catalogs. Prepares instructor materials (course outline, background material, and training aids). Prepares student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, workshops and seminars.
Minimum Education: Bachelor’s level degree in any field.

NETSIM-025
Training Specialist 2
General Duties or Experience: Five (5) years’ experience in course relevant instruction/development/training. Training specialists must plan, organize, and direct a wide range of training activities. Assess the training needs of clients and guide them through the most appropriate training method. Conducts the research necessary to develop and revise training courses and prepares appropriate training catalogs. 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 based/computer aided training. Provides daily supervision and direction to staff. Trains personnel by conducting formal classroom courses, workshops and seminars.
Minimum Education: Bachelor’s level degree in any field.
### Netsimco GSA Pricelist at Customer Site

**Rates Effective 02/23/2021**

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Labor Categories</th>
<th>Price</th>
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</thead>
<tbody>
<tr>
<td>NETSIM-026</td>
<td>Instructional Systems Specialist</td>
<td>$38.68</td>
</tr>
<tr>
<td>NETSIM-027</td>
<td>IT Support Specialist</td>
<td>$51.82</td>
</tr>
<tr>
<td>NETSIM-028</td>
<td>Program Manager</td>
<td>$82.99</td>
</tr>
<tr>
<td>NETSIM-029</td>
<td>Research Assistant</td>
<td>$53.34</td>
</tr>
<tr>
<td>NETSIM-030</td>
<td>Senior Instructor</td>
<td>$94.01</td>
</tr>
<tr>
<td>NETSIM-031</td>
<td>Virtual Education Specialist 1</td>
<td>$45.09</td>
</tr>
<tr>
<td>NETSIM-032</td>
<td>Virtual Education Specialist 2</td>
<td>$55.55</td>
</tr>
</tbody>
</table>
9. SIN 611710 EDUCATIONAL SUPPORT SERVICES LABOR CATEGORY DESCRIPTIONS

NETSIM-026

Instructional Systems Specialist

General Duties or Experience: Must have at least five years’ experience in Blackboard LMS. The Instructional Systems Specialist works collaboratively with faculty and instructional designers, utilizing state-of-the-art technology and effective pedagogy to produce engaging online courses. This includes providing curriculum design, development and launch support for all electronically delivered classes, providing technical assistance and resources for faculty in using/maximizing electronic platforms in use for online courses, and converting hard copy instructional materials (Word, PowerPoint, images, video, audio, etc.) to effective electronic format appropriate to enhance student learning. The Instructional Systems Specialist creates, alters and maintains web sites used with respect to customers’ programs; participates in course-related meetings providing input on capabilities and limitations of systems. This includes identifying and applying new resources to support on-line course development, maintaining current knowledge of web based teaching technology to enhance the online learning processes and making recommendations for purchase, enhancement of current technology. Additionally, provide technical support to education faculty and off campus students to problem-solve technical issues as needed.

Minimum Education: Bachelor’s level degree in a technology related field.

NETSIM-027

IT Support Specialist

General Duties or Experience: Two (2) years’ experience in the support of a large customer base for day-to-day Information Technology operations. Provide day-to-day Tier I support to include telephonic and in-person assistance for a wide range of IT incidents. Must have experience with Windows networks, VDI architecture, IOS, and be able to communicate effectively within an educational environment to customers and peers.

Minimum Education: Bachelor’s level degree in a technology related field is desired.

NETSIM-028

Program Manager

General Duties or Experience: Five (5) years’ experience providing program management. Directs, coordinates, and exercises supervisory authority for planning, organizing, controlling, integrating and completing training programs. Program managers are also responsible for the overall program definition, organization, and direction of short and long-range plans. This includes the responsibility for formulating, guiding, and directing the technical approach; and defining and negotiation with activity and agency personnel for necessary resources. Establishment and control of technical milestones, schedules, budgets and costs are also essential tasks for the Program Manager.

Minimum Education: Bachelor’s level degree in any technical or managerial discipline.

NETSIM-029

Research Assistant

General Duties or Experience: Must have three years’ experience in extensive research in a rigorous academic environment. Provide services conducting graduate level academic research for PhD faculty. Shall be familiar with Applied Research methodologies and techniques. Conduct research and develop summaries and literature reviews, proof-read articles, review citations and footnotes, develop/refine PowerPoint briefings, find and review books and articles, assist in arrangements for conferences, workshops and other events, and support student seminars.

Minimum Education: Bachelor’s level degree in any field.

NETSIM-030

Senior Instructor

General Duties or Experience: Must have at least five years’ experience teaching post graduate level education. Military / government experience in subject matter is required. Responsible for functioning as a technical exercise director, senior service college/JPME educator (Professor), and/or Operational certification/accreditation leader for operational areas. Delivering technical training and education and to senior staff officers, including experience in analysis of the missions, functions and tasks associated with operations and training. Experience utilizing the doctrine, missions, functions, tasks and processes that are requires in support of deployed academic training, accreditation and certification.
Minimum Education: Bachelor’s level degree in a related field. Master’s Degree preferred.

NETSIM-031
Virtual Education Specialist 1
General Duties or Experience: Five (5) years’ experience in course-relevant instruction/development/professional education. Virtual Education Specialists must plan, organize, and direct a wide range of training activities. Assess the training needs of clients and guide them through the most appropriate training method. Conducts the research necessary to develop and revise training courses. Develops and revises these courses and prepares appropriate training catalogs. Prepares instructor materials (curriculum, background material, and training aids). Prepares student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms). Minimum Education: Bachelor’s level degree in a related field. Master’s Degree preferred.

NETSIM-032
Virtual Education Specialist 2
General Duties or Experience: Ten (10) years’ experience in course-relevant instruction/development/professional education. Virtual Education Specialists must plan, organize, and direct a wide range of training activities. Assess the training needs of clients and guide them through the most appropriate training method. Conducts the research necessary to develop and revise training courses and prepares relevant training catalogs. Develops all instructor materials (curriculum, 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-based/computer-aided training. Provides daily supervision and direction to staff. Minimum Education: Bachelor’s level degree in a related field. Master’s Degree preferred.
10. USA COMMITMENT TO PROMOTE SMALL BUSINESS PARTICIPATION
PROCUREMENT PROGRAMS

PREAMBLE

Network and Simulation Technologies Inc. provides commercial products and services to ordering activities. We are committed to promoting participation of small, small disadvantaged and women-owned small businesses in our contracts. We pledge to provide opportunities to the small business community through reselling opportunities, mentor-protégé programs, joint ventures, teaming arrangements, and subcontracting.

COMMITMENT

To actively seek and partner with small businesses.

To identify, qualify, mentor and develop small, small disadvantaged and women-owned small businesses by purchasing from these businesses whenever practical.

To develop and promote company policy initiatives that demonstrate our support for awarding contracts and subcontracts to small business concerns.

To undertake significant efforts to determine the potential of small, small disadvantaged and women-owned small business to supply products and services to our company.

To insure procurement opportunities are designed to permit the maximum possible participation of small, small disadvantaged, and women-owned small businesses.

To attend business opportunity workshops, minority business enterprise seminars, trade fairs, procurement conferences, etc., to identify and increase small businesses with whom to partner.

To publicize in our marketing publications our interest in meeting small businesses that may be interested in subcontracting opportunities.

We signify our commitment to work in partnership with small, small disadvantaged and women-owned small businesses to promote and increase their participation in ordering activity contracts. To accelerate potential opportunities please contact M. Waite, 401-619-1220, waitem@netsimco.com, Fax: 401-619-1322.
11. BEST VALUE BLANKET PURCHASE AGREEMENT FEDERAL SUPPLY SCHEDULE

Best Value
Blanket Purchase Agreement
Federal Supply Schedule

(Insert Customer Name)

In the spirit of the Federal Acquisition Streamlining Act (ordering activity) and (Contractor) enter into a cooperative agreement to further reduce the administrative costs of acquiring commercial items from the General Services Administration (GSA) Federal Supply Schedule Contract(s) ________________.

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

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

Signatures

Ordering Activity ___________ Date ___________ Contractor ___________ Date ___________

BPA NUMBER______________
12. BLANKET PURCHASE AGREEMENT

(CUSTOMER NAME)
BLANKET PURCHASE AGREEMENT

Pursuant to GSA Federal Supply Schedule Contract Number(s)____________, Blanket Purchase Agreements, the Contractor agrees to the following terms of a Blanket Purchase Agreement (BPA) EXCLUSIVELY WITH (ordering activity):

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

<table>
<thead>
<tr>
<th>MODEL NUMBER/PART NUMBER</th>
<th>*SPECIAL BPA DISCOUNT/PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>_________________________</td>
<td>____________________________</td>
</tr>
<tr>
<td>_________________________</td>
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<tr>
<td>_________________________</td>
<td>____________________________</td>
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</tbody>
</table>

(2) Delivery:

<table>
<thead>
<tr>
<th>DESTINATION</th>
<th>DELIVERY SCHEDULES / DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>_____________</td>
<td>__________________________</td>
</tr>
<tr>
<td>_____________</td>
<td>__________________________</td>
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<tr>
<td>_____________</td>
<td>__________________________</td>
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</tbody>
</table>

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

(4) This BPA does not obligate any funds.

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

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

<table>
<thead>
<tr>
<th>OFFICE</th>
<th>POINT OF CONTACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>_______</td>
<td>________________</td>
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<tr>
<td>_______</td>
<td>________________</td>
</tr>
</tbody>
</table>

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

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

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

(h) Date of Shipment.

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

(10) The terms and conditions included in this BPA apply to all purchases made pursuant to it. In the event of an inconsistency between the provisions of this BPA and the Contractor’s invoice, the provisions of this BPA will take precedence.
13. BASIC GUIDELINES FOR USING “CONTRACTOR TEAM ARRANGEMENTS”

Federal Supply Schedule Contractors may use “Contractor Team Arrangements” (see FAR 9.6) to provide solutions when responding to a ordering activity requirements.

These Team Arrangements can be included under a Blanket Purchase Agreement (BPA). BPAs are permitted under all Federal Supply Schedule contracts.

Orders under a Team Arrangement are subject to terms and conditions or the Federal Supply Schedule Contract.

Participation in a Team Arrangement is limited to Federal Supply Schedule Contractors.

Customers should refer to FAR 9.6 for specific details on Team Arrangements.

Here is a general outline on how it works:

- The customer identifies their requirements.
- Federal Supply Schedule Contractors may individually meet the customer’s needs, or -
- Federal Supply Schedule Contractors may individually submit a Schedules “Team Solution” to meet the customer’s requirement.
- Customers make a best value selection.