

AUTHORIZED  
MULTIPLE AWARD SCHEDULE PRICELIST  
GENERAL PURPOSE COMMERCIAL INFORMATION TECHNOLOGY  
EQUIPMENT, SOFTWARE AND SERVICES

Special Item No. 611420 Information Technology Training  
Special Item No. 54151S Information Technology Professional Services

**SPECIAL ITEM NUMBER 611420 - INFORMATION TECHNOLOGY TRAINING**

**SPECIAL ITEM NUMBER 54151S - INFORMATION TECHNOLOGY (IT) PROFESSIONAL SERVICES**

FPDS Code D302 IT Systems Development Services  
FPDS Code D306 IT Systems Analysis Services  
FPDS Code D308 Programming Services

**Note 1:** All non-professional labor categories must be incidental to and used solely to support hardware, software and/or professional services, and cannot be purchased separately.

**Note 2:** Offerors and Agencies are advised that the Group 70 – Information Technology Schedule is not to be used as a means to procure services which properly fall under the Brooks Act. These services include, but are not limited to, architectural, engineering, mapping, cartographic production, remote sensing, geographic information systems, and related services. FAR 36.6 distinguishes between mapping services of an A/E nature and mapping services which are not connected nor incidental to the traditionally accepted A/E Services.

**Note 3:** This solicitation is not intended to solicit for the reselling of IT Professional Services, except for the provision of implementation, maintenance, integration, or training services in direct support of a product. Under such circumstances the services must be performance by the publisher or manufacturer or one of their authorized agents.

**CC Pace Systems, Inc.**  
4100 Monument Corner Dr., Suite 400  
Fairfax, VA 22030  
703 631-6600 main  
703 378-1589 fax  
[www.ccpace.com](http://www.ccpace.com)

Contract Number: GS-35F-0436W

Period Covered by Contract: May 11, 2010 through May 11 2025

General Services Administration  
Federal Acquisition Service

Pricelist current through Modification #A812, dated 6/15/2020

Products and ordering information in this Authorized Multiple Award Schedule Pricelist are also available on the GSA Advantage! System (<http://www.gsaadvantage.gov>).

## Table of Contents

Information for Ordering Offices.....	3
Terms and Conditions Applicable to Information Technology Training (611420).....	10
Training Course Descriptions .....	12
Training Course Pricing .....	18
Terms and Conditions Applicable to Information Technology Services (54151S).....	19
Labor Categories and Descriptions.....	23
GSA IT Rates .....	32
USA Commitment to Promote Small Business Procurement Programs .....	33

## **INFORMATION FOR ORDERING ACTIVITIES APPLICABLE TO ALL SPECIAL ITEM NUMBERS**

### **SPECIAL NOTICE TO AGENCIES: Small Business Participation**

SBA strongly supports the participation of small business concerns in the Federal Acquisition Service. To enhance Small Business Participation SBA policy allows agencies to include in their procurement base and goals, the dollar value of orders expected to be placed against the Federal Supply Schedules, and to report accomplishments against these goals.

For orders exceeding the micropurchase threshold, FAR 8.404 requires agencies to consider the catalogs/pricelists of at least three schedule contractors or consider reasonably available information by using the GSA Advantage!™ on-line shopping service ([www.gsaadvantage.gov](http://www.gsaadvantage.gov)). The catalogs/pricelists, GSA Advantage!™ and the Federal Acquisition Service Home Page ([www.fss.gsa.gov](http://www.fss.gsa.gov)) contain information on a broad array of products and services offered by small business concerns.

This information should be used as a tool to assist ordering activities in meeting or exceeding established small business goals. It should also be used as a tool to assist in including small, small disadvantaged, and women-owned small businesses among those considered when selecting pricelists for a best value determination.

For orders exceeding the micropurchase threshold, customers are to give preference to small business concerns when two or more items at the same delivered price will satisfy their requirement.

### **1. GEOGRAPHIC SCOPE OF CONTRACT:**

*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.

Offerors are requested to check one of the following boxes:

- The Geographic Scope of Contract will be domestic and overseas delivery.
- The Geographic Scope of Contract will be overseas delivery only.
- The Geographic Scope of Contract will be domestic delivery only.

### **2. CONTRACTOR'S ORDERING ADDRESS AND PAYMENT INFORMATION:**

**CC Pace Systems, Inc.**  
4100 Monument Corner Dr., Suite 400  
Fairfax, VA 22030

Contractor must accept the credit card for payments equal to or less than the micro-purchase for oral or written orders under this contract. The Contractor and the ordering agency does not agree to use the credit card for dollar amounts over the micro-purchase threshold (See GSAR 552.232-79 Payment by Credit Card). In addition, bank account information for wire transfer payments will be shown on the invoice.

The following telephone number(s) can be used by ordering activities to obtain technical and/or ordering assistance:

**703 631-6600**  
**Attn: Dawne Ward**

### **3. LIABILITY FOR INJURY OR DAMAGE**

The Contractor shall not be liable for any injury to ordering activity personnel or damage to ordering activity property arising from the use of equipment maintained by the Contractor, unless such injury or damage is due to the fault or negligence of the Contractor.

**4. STATISTICAL DATA FOR GOVERNMENT ORDERING OFFICE COMPLETION OF STANDARD FORM 279:**

Block 9: G. Order/Modification Under Federal Schedule  
Block 16: Data Universal Numbering System (DUNS) Number: 620592261  
Block 30: Type of Contractor – B. Other Small Business  
Block 31: Woman-Owned Small Business - \_No  
Block 36: Contractor's Taxpayer Identification Number (TIN): 54-1507594\_\_

- 4a. CAGE Code: 3SRE2
- 4b. Contractor has registered with the Central Contractor Registration Database.

**5. FOB DESTINATION**

**6. DELIVERY SCHEDULE**

- a. **TIME OF DELIVERY:** The Contractor shall deliver to destination within the number of calendar days after receipt of order (ARO), as set forth below:

SPECIAL ITEM NUMBER	DELIVERY TIME (Days ARO)
611420	As Negotiated
54151S	As Negotiated

- b. **URGENT REQUIREMENTS:** When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering activity, ordering activities are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering activity, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract.

**7. DISCOUNTS:** Prices shown are NET Prices; Basic Discounts have been deducted.

- a. SIN 54151S (Professional Services) – CC Pace offers a 16% discount for the following two labor categories for 2 year contracts as follows:
  - 1. Data Architect:2 year contract price - \$113.00
  - 2. Sr. Programmer Analyst: 2 year contract price - \$105.00
- b. SIN 611420 (Training) Additional discounts offered for advanced commitment of volume for certain classes as follows:
  - 1. For a client with an advanced commitment of a minimum of 15 days of training in a one year period, we charge \$5,000 per day for the Scrum Team Training (STT) class only.
  - 2. For a client with an advanced commitment of 150+ days of training in a one year period we charge \$12,000 for the Certified Scrum Master (CSM) class only.
  - 3. We offer training credits for our public classes based on the volume of Professional Services business. Client can accrue training funds up to \$300/person that they can use towards public classes. For each staff month invoiced over the monthly average burn rate of 4 staff months, the client will receive a credit of \$300 that can be applied to purchase

training offered by CC Pace. The training credits will be accumulated monthly, and can be used at any time, in conjunction with other payment (if necessary) to cover the remaining costs of the desired training at the time. The training will be scheduled at a date/time that is mutually agreeable to the client and CC Pace. Unused training credits expire one year after the applicable Work Order ends.

4. Individual Discounts for Public Classes: Sometimes discounts up to 15% are offered for the CSM classes only. A 15% discount is offered to our Most Favored Customer (MFC). A 10% discount is offered to anyone responding to a marketing campaign, i.e., an eblast posting, a linked in posting or a Facebook posting.

5. Commercial End Users: C.C. Pace may offer additional discount to break into a new account or new markets or with the expectation that they will receive follow on consulting. CC Pace will adhere to the price reduction clause and honor the lowest rate policy for the GSA.

- c. Government Educational Institutions are offered the same discounts as all other Government customers.

**8. TRADE AGREEMENTS ACT OF 1979, as amended:**

All items are U.S. made end products, designated country end products, Caribbean Basin country end products, Canadian end products, or Mexican end products as defined in the Trade Agreements Act of 1979, as amended.

**9. STATEMENT CONCERNING AVAILABILITY OF EXPORT PACKING: NONE**

**10. Small Requirements:** The minimum dollar value of orders to be issued is \$100.

**11. MAXIMUM ORDER (All dollar amounts are exclusive of any discount for prompt payment.)**

- a. The Maximum Order value for the following Special Item Numbers (SINs) is \$500,000:  
Special Item Number 54151S - Information Technology Professional Services
- b. The Maximum Order value for the following Special Item Numbers (SINs) is \$250,000:  
Special Item Number 611420 – Information Technology Training Courses

**12. ORDERING PROCEDURES FOR FEDERAL SUPPLY SCHEDULE CONTRACTS**

Ordering activities shall use the ordering procedures of Federal Acquisition Regulation (FAR) 8.405 when placing an order or establishing a BPA for supplies or services. These procedures apply to all schedules.

- a. FAR 8.405-1 Ordering procedures for supplies, and services not requiring a statement of work.
- b. FAR 8.405-2 Ordering procedures for services requiring a statement of work.

**13. FEDERAL INFORMATION TECHNOLOGY/TELECOMMUNICATION STANDARDS**

**REQUIREMENTS:** ordering activities acquiring products from this Schedule must comply with the provisions of the Federal Standards Program, as appropriate (reference: NIST Federal Standards Index). Inquiries to determine whether or not specific products listed herein comply with Federal Information Processing Standards (FIPS) or Federal Telecommunication Standards (FED-STDS), which are cited by ordering activities, shall be responded to promptly by the Contractor.

**13.1 FEDERAL INFORMATION PROCESSING STANDARDS PUBLICATIONS (FIPS PUBS):**

Information Technology products under this Schedule that do not conform to Federal Information Processing Standards (FIPS) should not be acquired unless a waiver has been granted in accordance with the applicable "FIPS Publication." Federal Information Processing Standards Publications (FIPS PUBS) are issued by the U.S. Department of Commerce, National Institute of Standards and Technology (NIST), pursuant to National Security Act. Information concerning their availability and applicability should be obtained from the National Technical Information Service (NTIS), 5285 Port Royal Road, Springfield, Virginia 22161. FIPS PUBS include voluntary standards when these are adopted for Federal use. Individual orders for FIPS PUBS should be referred to the NTIS Sales Office, and orders for subscription service should be referred to the NTIS Subscription Officer, both at the above address, or telephone number (703) 487-4650.

**13.2 FEDERAL TELECOMMUNICATION STANDARDS (FED-STDS):** Telecommunication products under this Schedule that do not conform to Federal Telecommunication Standards (FED-STDS) should not be acquired unless a waiver has been granted in accordance with the applicable "FED-STD." Federal Telecommunication Standards are issued by the U.S. Department of Commerce, National Institute of Standards and Technology (NIST), pursuant to National Security Act. Ordering information and information concerning the availability of FED-STDS should be obtained from the GSA, Federal Acquisition Service, Specification Section, 470 East L'Enfant Plaza, Suite 8100, SW, Washington, DC 20407, telephone number (202)619-8925. Please include a self-addressed mailing label when requesting information by mail. Information concerning their applicability can be obtained by writing or calling the U.S. Department of Commerce, National Institute of Standards and Technology, Gaithersburg, MD 20899, telephone number (301)975-2833.

**14. CONTRACTOR TASKS / SPECIAL REQUIREMENTS (C-FSS-370) (NOV 2003)**

- (a) Security Clearances: The Contractor may be required to obtain/possess varying levels of security clearances in the performance of orders issued under this contract. All costs associated with obtaining/possessing such security clearances should be factored into the price offered under the Multiple Award Schedule.
- (b) Travel: The Contractor may be required to travel in performance of orders issued under this contract. Allowable travel and per diem charges are governed by Pub .L. 99-234 and FAR Part 31, and are reimbursable by the ordering agency or can be priced as a fixed price item on orders placed under the Multiple Award Schedule. Travel in performance of a task order will only be reimbursable to the extent authorized by the ordering agency. The Industrial Funding Fee does NOT apply to travel and per diem charges.
- (c) Certifications, Licenses and Accreditations: As a commercial practice, the Contractor may be required to obtain/possess any variety of certifications, licenses and accreditations for specific FSC/service code classifications offered. All costs associated with obtaining/ possessing such certifications, licenses and accreditations should be factored into the price offered under the Multiple Award Schedule program.
- (d) Insurance: As a commercial practice, the Contractor may be required to obtain/possess insurance coverage for specific FSC/service code classifications offered. All costs associated with obtaining/possessing such insurance should be factored into the price offered under the Multiple Award Schedule program.
- (e) Personnel: The Contractor may be required to provide key personnel, resumes or skill category descriptions in the performance of orders issued under this contract. Ordering activities may require agency approval of additions or replacements to key personnel.
- (f) Organizational Conflicts of Interest: Where there may be an organizational conflict of interest as determined by the ordering agency, the Contractor's participation in such order may be restricted in accordance with FAR Part 9.5.
- (g) Documentation/Standards: The Contractor may be requested to provide products or services in accordance with rules, regulations, OMB orders, standards and documentation as specified by the agency's order.
- (h) Data/Deliverable Requirements: Any required data/deliverables at the ordering level will be as specified or negotiated in the agency's order.
- (i) Government-Furnished Property: As specified by the agency's order, the Government may provide property, equipment, materials or resources as necessary.
- (j) Availability of Funds: Many Government agencies' operating funds are appropriated for a specific fiscal year. Funds may not be presently available for any orders placed under the contract or any option year. The Government's obligation on orders placed under this contract is contingent upon the availability of appropriated funds from which payment for ordering purposes can be made. No legal liability on the part of the Government for any payment may arise until funds are available to the ordering Contracting Officer.
- (k) Overtime: For professional services, the labor rates in the Schedule should not vary by virtue of the Contractor having worked overtime. For services applicable to the Service Contract Act (as identified in the Schedule), the labor rates in the Schedule will vary as governed by labor laws (usually assessed a time and a half of the labor rate).

**15. CONTRACT ADMINISTRATION FOR ORDERING ACTIVITIES:** Any ordering activity, with respect to any one or more delivery orders placed by it under this contract, may exercise the same rights of termination as might the GSA Contracting Officer under provisions of FAR 52.212-4, paragraphs (l) Termination for the ordering activity's convenience, and (m) Termination for Cause (See 52.212-4)

**16. GSA ADVANTAGE!**

GSA Advantage! is an on-line, interactive electronic information and ordering system that provides on-line access to vendors' schedule prices with ordering information. GSA Advantage! will allow the user to perform various searches across all contracts including, but not limited to:

- (1) Manufacturer;
- (2) Manufacturer's Part Number; and
- (3) Product categories.

Agencies can browse GSA Advantage! by accessing the Internet World Wide Web utilizing a browser (ex.: NetScape). The Internet address is <http://www.gsaadvantage.gov>

**17. PURCHASE OF OPEN MARKET ITEMS**

NOTE: Open Market Items are also known as incidental items, noncontract items, non-Schedule items, and items not on a Federal Supply Schedule contract. ODCs (Other Direct Costs) are not part of this contract and should be treated as open market purchases. Ordering Activities procuring open market items must follow FAR 8.402(f).

For administrative convenience, an ordering activity contracting officer may add items not on the Federal Supply Multiple Award Schedule (MAS) -- referred to as open market items -- to a Federal Supply Schedule blanket purchase agreement (BPA) or an individual task or delivery order, **only if-**

- (1) All applicable acquisition regulations pertaining to the purchase of the items not on the Federal Supply Schedule have been followed (e.g., publicizing (Part 5), competition requirements (Part 6), acquisition of commercial items (Part 12), contracting methods (Parts 13, 14, and 15), and small business programs (Part 19));
- (2) The ordering activity contracting officer has determined the price for the items not on the Federal Supply Schedule is fair and reasonable;
- (3) The items are clearly labeled on the order as items not on the Federal Supply Schedule; and
- (4) All clauses applicable to items not on the Federal Supply Schedule are included in the order.

**18. CONTRACTOR COMMITMENTS, WARRANTIES AND REPRESENTATIONS**

a. 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.

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

**19. OVERSEAS ACTIVITIES**

The terms and conditions of this contract shall apply to all orders for installation, maintenance and repair of equipment in areas listed in the pricelist outside the 48 contiguous states and the District of Columbia, except as indicated below:  
NONE

Upon request of the Contractor, the ordering activity may provide the Contractor with logistics support, as available, in accordance with all applicable ordering activity regulations. Such ordering activity support will be provided on a reimbursable basis, and will only be provided to the Contractor's technical personnel whose services are exclusively required for the fulfillment of the terms and conditions of this contract.

**20. BLANKET PURCHASE AGREEMENTS (BPAs)**

The use of BPAs under any schedule contract to fill repetitive needs for supplies or services is allowable. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering activity establishing the BPA and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). Ordering activities shall follow FAR 8.405-3 when creating and implementing BPA(s).

**21. CONTRACTOR TEAM ARRANGEMENTS**

Contractors participating in contractor team arrangements must abide by all terms and conditions of their respective contracts. This includes compliance with Clauses 552.238-74, Industrial Funding Fee and Sales Reporting, i.e., each contractor (team member) must report sales and remit the IFF for all products and services provided under its individual contract.

**22. INSTALLATION, DEINSTALLATION, REINSTALLATION**

The Davis-Bacon Act (40 U.S.C. 276a-276a-7) provides that contracts in excess of \$2,000 to which the United States or the District of Columbia is a party for construction, alteration, or repair (including painting and decorating) of public buildings or public works with the United States, shall contain a clause that no laborer or mechanic employed directly upon the site of the work shall received less than the prevailing wage rates as determined by the Secretary of Labor. The requirements of the Davis-Bacon Act do not apply if the construction work is incidental to the furnishing of supplies, equipment, or services. For example, the requirements do not apply to simple installation or alteration of a public building or public work that is incidental to furnishing supplies or equipment under a supply contract. However, if the construction, alteration or repair is segregable and exceeds \$2,000, then the requirements of the Davis-Bacon Act applies.

The ordering activity issuing the task order against this contract will be responsible for proper administration and enforcement of the Federal labor standards covered by the Davis-Bacon Act. The proper Davis-Bacon wage determination will be issued by the ordering activity at the time a request for quotations is made for applicable construction classified installation, deinstallation, and reinstallation services under SIN 132-8 or 132-9.

**23. SECTION 508 COMPLIANCE.**

If applicable, Section 508 compliance information on the supplies and services in this contract are available in Electronic and Information Technology (EIT) at the following:

Not Applicable

The EIT standard can be found at: [www.Section508.gov/](http://www.Section508.gov/).

**24. PRIME CONTRACTOR ORDERING FROM FEDERAL SUPPLY SCHEDULES.**

Prime Contractors (on cost reimbursement contracts) placing orders under Federal Supply Schedules, on behalf of an ordering activity, shall follow the terms of the applicable schedule and authorization and include with each order –

- (a) A copy of the authorization from the ordering activity with whom the contractor has the prime contract (unless a copy was previously furnished to the Federal Supply Schedule contractor); and
- (b) The following statement:

This order is placed under written authorization from \_\_\_\_\_ dated \_\_\_\_\_. In the event of any inconsistency between the terms and conditions of this order and those of your Federal Supply Schedule contract, the latter will govern.

**25. INSURANCE—WORK ON A GOVERNMENT INSTALLATION (JAN 1997)(FAR 52.228-5)**

(a) The Contractor shall, at its own expense, provide and maintain during the entire performance of this contract, at least the kinds and minimum amounts of insurance required in the Schedule or elsewhere in the contract.

(b) Before commencing work under this contract, the Contractor shall notify the Contracting Officer in writing that the required insurance has been obtained. The policies evidencing required insurance shall contain an endorsement to the effect that any cancellation or any material change adversely affecting the Government's interest shall not be effective—

(1) For such period as the laws of the State in which this contract is to be performed prescribe;  
or

(2) Until 30 days after the insurer or the Contractor gives written notice to the Contracting Officer, whichever period is longer.

(c) The Contractor shall insert the substance of this clause, including this paragraph (c), in subcontracts under this contract that require work on a Government installation and shall require subcontractors to provide and maintain the insurance required in the Schedule or elsewhere in the contract. The Contractor shall maintain a copy of all subcontractors' proofs of required insurance, and shall make copies available to the Contracting Officer upon request.

**26. SOFTWARE INTEROPERABILITY.**

Offerors are encouraged to identify within their software items any component interfaces that support open standard interoperability. An item's interface may be identified as interoperable on the basis of participation in a Government agency-sponsored program or in an independent organization program. Interfaces may be identified by reference to an interface registered in the component registry located at <http://www.core.gov>.

**27. ADVANCE PAYMENTS**

A payment under this contract to provide a service or deliver an article for the United States Government may not be more than the value of the service already provided or the article already delivered. Advance or pre-payment is not authorized or allowed under this contract. (31 U.S.C. 3324).

**TERMS AND CONDITIONS APPLICABLE TO PURCHASE OF  
TRAINING COURSES FOR GENERAL PURPOSE COMMERCIAL  
INFORMATION TECHNOLOGY EQUIPMENT AND SOFTWARE  
(SPECIAL ITEM NUMBER 611420)**

**1. SCOPE**

- a. The Contractor shall provide training courses normally available to commercial customers, which will permit ordering activity users to make full, efficient use of general purpose commercial IT products. Training is restricted to training courses for those products within the scope of this solicitation.
- b. The Contractor shall provide training at the Contractor's facility and/or at the ordering activity's location, as agreed to by the Contractor and the ordering activity.

**2. ORDER**

Written orders, EDI orders (GSA Advantage! and FACNET), credit card orders, and orders placed under blanket purchase agreements (BPAs) shall be the basis for the purchase of training courses in accordance with the terms of this contract. Orders shall include the student's name, course title, course date and time, and contracted dollar amount of the course.

**3. TIME OF DELIVERY**

The Contractor shall conduct training on the date (time, day, month, and year) agreed to by the Contractor and the ordering activity.

**4. CANCELLATION AND RESCHEDULING**

- a. The ordering activity will notify the Contractor at least seventy-two (72) hours before the scheduled training date, if a student will be unable to attend. The Contractor will then permit the ordering activity to either cancel the order or reschedule the training at no additional charge. In the event the training class is rescheduled, the ordering activity will modify its original training order to specify the time and date of the rescheduled training class.
- b. In the event the ordering activity fails to cancel or reschedule a training course within the time frame specified in paragraph a, above, the ordering activity will be liable for the contracted dollar amount of the training course. The Contractor agrees to permit the ordering activity to reschedule a student who fails to attend a training class within ninety (90) days from the original course date, at no additional charge.
- c. The ordering activity reserves the right to substitute one student for another up to the first day of class.
- d. In the event the Contractor is unable to conduct training on the date agreed to by the Contractor and the ordering activity, the Contractor must notify the ordering activity at least seventy-two (72) hours before the scheduled training date.

If the Services are cancelled or rescheduled by "ordering activity", more than ten (10) business days prior to the scheduled performance date, "XXX" shall not be liable to Contractor for a penalty or fee. If Services scheduled in a SOW or P.O. are cancelled by "XXX" within ten (10) business days prior to scheduled Services, or the number of attendees fall below the required minimum for the class, then "XXX" will be responsible for fifty percent (50%) of the training fees plus all actual T&E costs incurred.

**5. FOLLOW-UP SUPPORT**

The Contractor agrees to provide each student with unlimited telephone support or online support for a period of one (1) year from the completion of the training course. During this period, the student may contact the Contractor's instructors for refresher assistance and answers to related course curriculum questions.

The contractor agrees to provide each student with one half an hour coaching session (via phone) for a period of 3 months from the completion of the training course. During this period, the student may contact the Contractor's instructors for refresher assistance and answers to related course curriculum questions.

**6. PRICE FOR TRAINING**

The price that the ordering activity will be charged will be the ordering activity training price in effect at the time of order placement, or the ordering activity price in effect at the time the training course is conducted, whichever is less.

**7. INVOICES AND PAYMENT**

Invoices for training shall be submitted by the Contractor after ordering activity completion of the training course. Charges for training must be paid in arrears (31 U.S.C. 3324). PROMPT PAYMENT DISCOUNT, IF APPLICABLE, SHALL BE SHOWN ON THE INVOICE.

**8. FORMAT AND CONTENT OF TRAINING**

a. The Contractor shall provide written materials (i.e., manuals, handbooks, texts, etc.) normally provided with course offerings. Such documentation will become the property of the student upon completion of the training class.

b. **\*\*If applicable\*\*** For hands-on training courses, there must be a one-to-one assignment of IT equipment to students.

c. The Contractor shall provide each student with a Certificate of Training at the completion of each training course.

d. The Contractor shall provide the following information for each training course offered:

- (1) The course title and a brief description of the course content, to include the course format (e.g., lecture, discussion, hands-on training);
- (2) The length of the course;
- (3) Mandatory and desirable prerequisites for student enrollment;
- (4) The minimum and maximum number of students per class;
- (5) The locations where the course is offered;
- (6) Class schedules; and
- (7) Price (per student, per class (if applicable)).

e. For those courses conducted at the ordering activity's location, instructor travel charges (if applicable), including mileage and daily living expenses (e.g., per diem charges) are governed by Pub. L. 99-234 and FAR Part 31.205-46, and are reimbursable by the ordering activity on orders placed under the Multiple Award Schedule, as applicable, in effect on the date(s) the travel is performed. Contractors cannot use GSA city pair contracts. The Industrial Funding Fee does NOT apply to travel and per diem charges.

f. For Online Training Courses, a copy of all training material must be available for electronic download by the students.

**9. "NO CHARGE" TRAINING**

The Contractor shall describe any training provided with equipment and/or software provided under this contract, free of charge, in the space provided below.

NONE

## TRAINING COURSE DESCRIPTIONS

### Certified Scrum Master

#### Description:

This course is focused on preparing Scrum Masters and Change Agents for the role they will play in the successful adoption of Scrum in the organization. Students learn the basics of Scrum, how to get it started, and how to keep it going in their organizations. Students will learn through interactive exercises and will use the same techniques that are needed when they start their projects. Our goal is to change the fundamental way people think about their projects and how to manage them.

*Minimum number of attendees: 8      Maximum number of attendees: 25*

#### Who Should Attend:

People who will be Scrum Masters on a Scrum project, Leaders, Change Agents, Process Owners, and anyone involved in helping the organization adopt Scrum.

#### Prerequisites:

This class assumes you are familiar with Agile principles and practices and have worked with a software development team using Scrum as an Agile work management framework.

#### Course Topics:

- Historical Background of Agile
- Overview of Scrum
- Scrum Roles and Responsibilities
- Benefits and Challenges in using Scrum
- Agile Adoption Patterns for Large Organizations
- Agile Project Management
- Agile Estimation and Planning
- Advanced Scrum Techniques
- Role of the Scrum Master
- Organizational Dynamics of Scrum Adoption
- Building Successful Teams for Scrum

#### Learning Objectives:

- Improve time to value by driving priorities and value to the customer
- Remove the barriers between development and the customer so the customer drives development
- Enable the customer to maximize ROI and meet their objectives through Scrum
- Improve the lives of the development team by facilitating creativity and empowerment
- Improve the productivity of the development team through an iterative development

#### PMI Registered Education Provider :

Attendees of this workshop are eligible to earn 14 PDUs.

# Scrum Team Training

## Description:

This course focuses on the entire team, including ScrumMaster, Product Owner, Business Analysts, Testers, Developers and Architects. This team-based training will help you understand your role within the Scrum team structure and equip you with the knowledge, skills and tools to successfully implement Scrum. After taking this highly interactive workshop, you will understand Scrum concepts, why they work and how to start using Scrum on your next project.

*Minimum number of attendees: 8*

*Maximum number of attendees: 25*

## Who Should Attend:

Project and Program Managers, Product Owners, Technical Leads, Testing Leads, Business Analysts, Developers, Scrum Masters and other senior team members who are responsible for managing solution delivery.

## Prerequisites:

There are no prerequisites for this course.

## Course Topics:

- The origins of Agile and Scrum
- The values, principles, theories, and science behind Agile and Scrum
- The Scrum team Structure, Roles and Ceremonies
- The Building Blocks of Scrum
- Creating User Stories for Requirements
- Estimation of User Stories
- Building a Product Backlog
- Project Planning via Release planning and Sprint Planning
- Sprint Execution
- Collaboration and Communication with Daily Scrums
- Tracking Progress with Burndowns
- Visible Progress and Feedback with Sprint Demos
- Inspect and Adapt with Retrospectives
- Starting and Executing a Project using Scrum

## Learning Objectives:

Using a combination of interactive presentations, problem-solving exercises, and team-structured simulations, the experiential Scrum Team Training 2-day class will enable participants to:

- Understand the core principles, strategies and practices of Scrum
- Apply Scrum in multiple project settings and situations
- Cultivate the Agile mindset vital to effectively deliver results using the Scrum framework

## PMI Registered Education Provider:

Attendees of this workshop are eligible to earn 14 PDUs.

# Agile Orientation

## Description:

The purpose of this 2-hour seminar is to raise the awareness for individuals who will be interacting with Agile teams. This will lay the foundation for introducing the Agile process and lend better understanding for how roles and interactions may be impacted by an Agile transformation.

*Minimum number of attendees: None*

*Maximum number of attendees: 50*

## Who Should Attend:

Those who would benefit from attending this workshop include anyone who will provide a service for an Agile team or who is downstream from an Agile team.

## Prerequisites:

No prior Agile experience is necessary—just an open mind and the desire to improve delivery of customer value.

## Course Topics:

- Basics of Agile methodologies and Lean principles
- The Basic Planning Framework used by Scrum Teams
- Iterative and Incremental Delivery
- Key Benefits of the Scrum Process

## Learning Objectives:

- Understand the theory and application of Agile principles
- Discern the distinctions between Agile and traditional development practices
- Understand the basic principles behind Lean Agile process improvement
- Explain the relationship between Agile in organizational transformation

# Agile Leadership Workshop

## Description:

Agile leaders are the most powerful factor in influencing an organization's success in the transition to Agile. Increasing leadership effectiveness, developing high potential leaders and transforming the organization can be challenging. This course provides an understanding of the shaping of Agile in an organization, the impact it will have on the leadership and how the leaders can best move the initiative forward. Roles, dynamics, leadership style, are just a few topics covered. Specific techniques and tips are also provided to aid in moving forward with Agile. How other organizations moved to Agile, as well as their lessons learned, will be reviewed. Finally, current circumstances and challenges specific to the organization will be discussed and options provided.

This 1-day course is discussion and exercise oriented, with pure lecture being kept to a minimum. Throughout the class, the trainer will provide examples of what other companies are doing, how they are progressing, as well as their lessons learned. Group and class exercises occur throughout the session to drive points home and stimulate discussion. The trainer will have experience in providing Agile related training and coaching to enable her to tailor discussions and provide input based upon knowledge specific to the organization.

*Minimum number of attendees: none    Maximum number of attendees: 20*

## Who Should Attend:

Product Owners and Business Stakeholders who are responsible for the specification and ROI of product, IT Managers and anyone in a leadership position that will be supporting an Agile Team(s) in its delivery.

## Prerequisites:

There are no prerequisites for this course.

## Course Topics:

- Agile Overview

## Learning Objectives:

- Understanding the impact Agile will have on leadership
- Better capability to move Agile initiative forward
- Insight to how other organizations have adopted an Agile approach
- Ability to mitigate common challenges with an Agile adoption

# Certified Scrum Product Owner

## Description:

The two-day Certified Scrum Product Owner Course will help establish the foundation for starting successful Scrum projects. Product Owners need to understand what will happen in their interaction with Scrum teams and how the role fits into the framework. Building the product backlog and keeping it in a "healthy" state is a key to success. Product owners will learn how to maintain good relationships and deliver customer value

*Minimum number of attendees: 8*

*Maximum number of students: 20*

## Who Should Attend:

Product Owners, Business Analysts, User Design Team Members, Stakeholders and others who must specify and manage requirements for Agile teams

## Prerequisites:

This class assumes you are familiar with Agile principles and practices and have worked with a software development team using Scrum as an Agile work management framework.

## Course Topics:

- Scrum Overview
- Product Owner Roles & Responsibilities
- Product Owner Planning
- Product Backlog
- User Stories
- Prioritization
- Release Planning
- Acceptance Criteria

## Learning Objectives:

- Understand the Scrum Flow, the core components of the Scrum framework, and the Scrum vocabulary
- Understand the scope of the Product Owner role in detail
- Understand the scope of the ScrumMaster role at a high level
- Understand the scope of the Team role at a high level
- Understand the importance of having the product vision as an overarching goal galvanizing the entire Scrum team
- Understand the different estimation levels in Scrum
- Understand what the product backlog is (and is not)
- Understand the goal of release management
- Understand the product owner's role in the Scrum meetings

# PMI Agile Certified Practitioner Bootcamp

## Description:

The purpose of this 2-day course is to prepare you for the PMI-ACP exam. The content is meant to help you understand the content on the exam and to ensure you have the knowledge necessary to pass the exam. After taking this intensely focused course, studying, and achieving the PMI's requirements for the exam, you will be able to sit for the PMI-ACP exam and hopefully become a PMI Agile Certified Practitioner.

*Minimum number of attendees: 8*

*Maximum number of attendees: 20*

## Who Should Attend:

Agile Team members such as Scrum Masters, Project Managers, Product Owners, Business Analysts, Stakeholders and others who work with Agile teams.

## Prerequisites:

At least 2 years' experience in the Agile methodologies and at least one full day of previous Agile coursework training

## Course Topics:

- Review basic Agile concepts which include the Agile Manifesto, Agile methodologies, the 5 levels of planning, Agile teams including distributed teams, estimation, ways to communicate, engineering practices, prioritization, the paradigm shift, and metrics
- PMI added items including Agile EVMs (Earned Value Metrics), managing risk, Defined Process Control vs. Empirical Process Control, Monte Carlo analysis, the soft skills needed, and the PMI code of ethics
- Simulations
- Mock Exam

## Learning Objectives:

- Understand the basics of Agile, including the various methodologies
- Define the different levels of planning
- Learn the Agile EVMs and how they are used as metrics
- Realize the various ways to prioritize to ensure the focus is on the customer
- Comprehend the difference between empirical processes and defined processes
- Have a handle on the various engineering practices that are used to be Agile
- Know the types of questions that are possible on the PMI-ACP exam

## PMI Registered Education Provider:

Attendees of this workshop are eligible to earn 21 PDUs that can be used toward the 21 Agile PDUs required for the exam.

# Leading SAFe

## Description:

This two-day course provides the knowledge necessary to lead an enterprise agile transformation by leveraging the Scaled Agile Framework, and its underlying principles of lean thinking, and product development flow. Participants will gain an understanding of how the principles and practices of the framework support Agile Teams, Agile Programs, Agile Program Portfolio Management and Agile Architecture.

*Minimum number of attendees: 8*

*Maximum number of attendees: 20*

## Who Should Attend:

Executives, managers and Agile change agents responsible for leading a Lean | Agile change initiative in the larger software enterprise.

## Prerequisites:

There are no prerequisites for this course.

## Course Topics:

- Lean Software Development and Product Development Flow
- Agile in the Enterprise
- SAFe Teams: Scrum+ in the Enterprise
- SAFe Programs: The Agile Release Train
- SAFe Portfolios: Program Portfolio Management and Agile Architecture
- Lean | Agile Leadership

## Learning Objectives:

- Apply lean, agile and product development flow principles to improve productivity, employee engagement, time to market, and quality
- Apply the Scaled Agile Framework based on lecture, real-world examples, and insights by Scaled Agile experts
- Understand the skills necessary for an enterprise transformation based on the information and examples presented, and additional recommended readings and resources
- Gain the insights into the leadership skills most effective in unlocking the intrinsic motivation of software development knowledge workers, and begin applying them in your context

## PMI Registered Education Provider:

Attendees of this workshop are eligible to earn 14 PDUs.

# ICAgile Fundamentals

## Description:

This 2-day course prepares individuals and teams to work in an Agile environment. You will learn what Agile approaches are about and how they can be successfully applied in the real-world. This highly interactive course provides an introduction to Agile theory, concepts, principles, and roles and responsibilities, as well as hands-on practice with common techniques from Scrum to iteratively plan, incrementally deliver, and inspect & adapt products and processes.

Successful completion of this course results in the ICAgile Certified Professional (ICP) certification from the International Consortium for Agile (ICAgile).

*Minimum number of attendees: 8*

*Maximum number of attendees: 25*

## Who Should Attend:

Project and Program Managers, Team Leads, Product Owners, Scrum Masters, Business Analysts, Developers, Testers, and other individuals who are or will be working in an Agile environment or are responsible for managing solution delivery.

This class is ideal for teams, giving you hands on practice to bring back to the workplace. Bring your team to learn and experience together!

## Prerequisites:

There are no prerequisites required for this course

## Course Topics:

- Agile History & Mindset
- Individuals and Interactions
- Value-Driven Development
- Customer & User Involvement
- Planning and Adapting



## Learning Objectives:

Using a combination of interactive presentations, problem-solving exercises, and team-structured simulations, this experiential 2-day class will enable participants to:

- Demonstrate knowledge of the Agile mindset
- Demonstrate knowledge of Agile history and vocabulary
- Demonstrate knowledge of one Agile Framework to plan and execute work (we will use Scrum)
- This course provides content and exercises designed to meet the 29 specific Agile Fundamentals Learning Objectives required to earn the ICAgile Certified Professional (ICP) certification

## PMI Registered Education Provider :

Attendees of this workshop are eligible to earn 14 PDUs.

## Agile Engineering Workshop

### Description:

This 3-day course is a hands-on workshop designed to help team members learn and apply Agile Engineering practices to deliver valuable solutions in an iterative approach. This workshop discusses the techniques that provide solutions that are of the highest quality with an emphasis on understanding why we use them. Students will then apply those techniques by completing a real problem. This workshop is part of the Certified Scrum Developer track.

*Minimum number of attendees: 6      Maximum number of attendees: 12*

### Who Should Attend:

Developers, Architects, Software Engineers, and any other team members who are responsible for day-to-day programming and software design.

### Prerequisites:

Hands-on experience with an object-oriented programming framework such as Java or .NET. Advanced programming concepts will be discussed, but developers with varying degrees of experience should find this course beneficial.

All participants should have a basic understanding of Agile and Agile methods such as Scrum and XP. It is important that anyone attending this workshop already has attended introductory Agile training

### Course Topics:

- Define Test Driven Development (TDD), how TDD works and its benefits
- Discuss how “Red-Green-Refactor” plays a role in Agile development
- Explore Emergent Design and Agile Architecture and their relation to the iterative, incremental approach that is used in Agile development
- Look at Continuous Integration/Continuous Delivery (CI/CD) and its impact on Agile development
- Define and utilize Refactoring to exhibit the “simplicity” principle of the Agile Manifesto
- Examine how Extreme Programming (XP) principles, such as Pair Programming, help create a high-performing Agile team

### Learning Objectives:

Using a combination of interactive presentations and hands-on programming exercises, participants will be able to:

- Use TDD to drive good software design that meets business requirements
- Understand how to write automated tests, unit and acceptance, by using “Red-Green-Refactor” and testing frameworks
- See how using Agile Architecture and Emergent Design can be beneficial to both the product and the team
- Better grasp how Refactoring is a ‘must’ in Agile Development
- Comprehend why, and how, using CI/CD is a vital part of developing in an Agile environment  
Understand what it means to be a ‘true’ Agile development team

# Agile Project Management

## Description:

This advanced 2-day course teaches Scrum Masters, Program Managers and Project Managers how to apply Lean thinking and Agile principles to PMI's Project Management Process Groups, leveraging the best of each to deliver maximum value to customers.

*Minimum number of attendees: 8      Maximum number of attendees: 20*

## Who Should Attend:

Experienced Certified Scrum Masters, Project Managers, Program Managers, Tech Leads, and others who need more detail in the area of Agile Project Management.

## Prerequisites:

Attendees should have traditional Project Management training/experience, along with prior experience as a technical lead, business analyst or project lead. Attendees should also have some Agile knowledge, including, but not limited to, the Agile Manifesto and the various agile methods.

## Course Topics:

- Understanding Agile Project Manager Behavior
- Review of the Agile Manifesto and Methods
- The Essentials of:
  - Agile/Scrum
  - Project Management
  - Lean Thinking
- Understanding the importance of:
  - Being Customer Focus
  - Creating Value
  - Seeing Flow, Bottlenecks and Stress
- The Impact Lean-Agile techniques have on PMI's
  - Five Project Management Process Groups
  - Nine Knowledge Areas

## Learning Objectives:

Using a combination of interactive presentations, problem-solving exercises, and team-structured simulations, the Agile Project Management class will enable participants to understand:

- What is the right amount of effort to support planning activities
- How to
  - Improve your estimation accuracy and predictability
  - Assess risk
  - Assess team productivity & efficiency
  - Forecast completion
- As a project manager, understand how to apply lean thinking, Agile principles and Scrum techniques to a project management framework

## PMI Registered Education Provider:

Attendees of this workshop are eligible to earn 14 PDUs.

## TRAINING COURSE PRICING

SIN	Product ID	Product Description	Min Attendees	Max Attendees	GSA Price
611420	CSM 28	Certified Scrum Master Flat Rate	8	25	\$22,215.38
611420	STT 28	Scrum Team Training Flat Rate	8	25	\$11,848.20
611420	AO	Agile Orientation Flat Rate	-	50	\$2,468.38
611420	AL	Agile Leadership Flat Rate	-	20	\$9,873.50
611420	CSPO	Certified Scrum Product Owner	8	20	\$22,216.62
611420	PMIACP	PMI Agile Certified Practitioner Bootcamp	8	20	\$21,722.92
611420	LSAFE	Leading SAFe	8	20	\$19,748.11
611420	ICAF	IC Agile Fundamentals	8	25	\$11,848.87
611420	CSD	Agile Engineering Workshop	6	12	\$20,617.63
611420	APM	Agile Project Management	8	20	\$19,047.86

**TERMS AND CONDITIONS APPLICABLE TO INFORMATION TECHNOLOGY  
(IT) PROFESSIONAL SERVICES  
(SPECIAL ITEM NUMBER 54151S)**

**1. SCOPE**

- a. The prices, terms and conditions stated under Special Item Number 54151S 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 I-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 incurrence 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**

The Inspection of Services–Fixed Price (AUG 1996) (Deviation 1 – May 2003) clause at FAR 52.246-4 applies to firm-fixed price orders placed under this contract. The Inspection–Time-and-Materials and Labor-Hour (May 2001) (Deviation 1 – May 2003) clause at FAR 52.246-6 applies to time-and-materials and labor-hour orders placed under this contract.

**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 (Deviation – Dec 2007) Rights in Data – General, 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 2008) (ALTERNATE I – OCT 2008) (DEVIATION I – FEB 2007) 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 2008) (ALTERNATE I – OCT 2008) (DEVIATION I – FEB 2007) applies to labor-hour orders placed under this contract. 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**

## LABOR CATEGORY DESCRIPTIONS

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
<b>Data Architect</b>	<ul style="list-style-type: none"> <li>• Responsible for overseeing the design evaluation, selection, implementation and support of major databases</li> <li>• Design and development of relational database management objects (tables, schemas, indexes, materialized views, partitions, stored procedures, macros, etc.), database design principles, data administration standards, and information security terminology</li> <li>• Design, implement and understand Dimensional Models/query tools</li> <li>• Reviews and evaluates database performance</li> </ul>	Bachelor of Science Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Five (5) or more years experience in supervision of system/data analysts, use of structured analysis, design methodologies, design tools and other design techniques</li> <li>• Experience with the logical and physical data structures of large and complex information systems.</li> </ul>
<b>Agile Engineering Practices (AEP) SME</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Provide technical expertise to applications developers</li> <li>• Executes day-to-day maintenance tasks, software/platform/configuration updates, etc.</li> <li>• Develops scripts and tools to improve administration and support.</li> <li>• Collaborates with technical operations and engineering teams in the design and implementation of new components of the infrastructure as well as enhancements to the infrastructure</li> <li>• Assist in defining best practices including capacity planning, monitoring, recovery strategies and migration strategies.</li> <li>• Consider overarching architectural issues and identify opportunities for improvement.</li> <li>• Incrementally refactor code to improve small- and large-scale design and architecture.</li> <li>• Perform research and evaluation of the software design and implementation options while making recommendations as to moving forward</li> </ul>	Bachelor of Science degree or Master's degree in computer science or related equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Ten (10) or more years experience in development and technical architecture of large and complex information systems</li> <li>• Five (5) years experience in Agile Configuration and Test tools.</li> </ul>
<b>Sr. Systems Build Engineer</b>	<p>Defines and implements the software build framework and tool set for a software development project.</p> <ul style="list-style-type: none"> <li>• Manages the compilation, assembly, and delivery of source code into a finished product or other potential software components.</li> </ul>	Bachelor of Science Degree or equivalent work experience (see Minimum	<ul style="list-style-type: none"> <li>• Seven (7) or more years experience in information systems design and development</li> <li>• Five (5) years hands on experience with</li> </ul>

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
	<ul style="list-style-type: none"> <li>Develops scripts and other methods to customize and integrate other software tools</li> </ul> <p>On agile projects, installs, configures, and manages all the infrastructure related to test-driven design, continuous integration, and automated user acceptance testing.</p>	Work Experience)	configuration management tools across multiple platforms.
<b>Sr. Programmer / Analyst</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>Mentor staff</li> <li>Work closely with PM/BA, Software developers and customers to develop documented business requirements into technical design and code</li> <li>Develop and/or modify project and technical documentation as required</li> <li>Develop technical standards</li> </ul> <p>On an agile project, translates user stories into production code through the use of test driven development and continuous refactoring.</p>	Bachelor of Science Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>Five (5) years experience with IT projects and technical development lifecycles.</li> <li>Two (2) years experience in mentoring other team members.</li> </ul>
<b>Software Tester</b>	<p>Responsibilities for this position are as follows:</p> <ul style="list-style-type: none"> <li>Run Automated regression test scripts</li> <li>Analyze and Report regression test results and log defects</li> <li>Perform backend testing using simple and/or advanced SQL queries</li> <li>Designs, Develops and implements detail functional and Automation test plans</li> <li>Create test plans and test approaches</li> <li>Author executing and validating test cases</li> <li>Monitor and record results</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>Three (3) years of Experience in Software testing and quality assurance</li> <li>Proficient in Microsoft applications such as Excel</li> <li>Superior Analytical skills</li> <li>Quality Tool experience</li> </ul>
<b>Technical Writer</b>	<p>Responsibilities include the following:</p> <ul style="list-style-type: none"> <li>Create document control process, standards, and maintenance schedules for procedural documentation.</li> <li>Work with multiple departments and subject matter experts on document creation and retention for these procedures</li> <li>Participate in design sessions and interact closely with working groups and subject matter experts</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>Two (2) years experience of document formatting and presentation techniques. Proficient in Word is required, Excel, and Visio preferred</li> <li>Two (2) years experience in translating a wide array of complex decisions and information into a series of simple, organized and rational steps.</li> </ul>

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
	<ul style="list-style-type: none"> <li>Schedule and attend meetings, and coordinate document input, review and approval to meet project deadlines</li> </ul>		
<b>Engagement Manager</b>	<ul style="list-style-type: none"> <li>Creates strong customer relationships and manages the relationship focused on long-term relationships with repeat customer business.</li> <li>Management of multiple projects at multiple locations</li> <li>Develop team member skills</li> <li>Responsibility for project financial accounting</li> <li>Ability to apply strong business/technical experience, across several industries, serving as a trusted advisor</li> <li>Ability to create and monitor risk assessments, impact analysis, continuity planning and program development</li> <li>Consulting at the senior management level</li> <li>Create and run training courses and presentations to senior executives and large groups</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>Minimum five (5) years working with customers and establishing relationships.</li> <li>Minimum 5 years working with client regulations and the PMO.</li> <li>Extensive project management experience (7 years minimum).</li> </ul>
<b>Agile Project Manager (PM)</b>	<p>Responsible for the overall IT project completion and client satisfaction:</p> <ul style="list-style-type: none"> <li>Directs and mentors team members</li> <li>Makes presentations when necessary</li> <li>Interfaces with all areas affected in the scope of the project including end users, stakeholders, technical teams, etc.</li> <li>Defines project goals and objectives</li> <li>Develops detailed work plans including but not limited to project scheduling and budgets, estimates, resource plans, and status reports</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>Five (5) or more years experience in technical project management functions</li> <li>Three (3) years APM practical experience using Agile principles, practices, and methodologies such as Scrum, XP, Lean, FDD, DSDM, or Crystal in technical projects</li> <li>Five (5) years of progressive accomplishment managing and implementing large, complex information systems.</li> </ul>
<b>Agile Development Methodology Coach</b>	The Agile Coach is responsible for the ensuring that the Agile development practices are followed and adjusted as required. Specifically the coach is responsible for	Bachelor's Degree or equivalent work experience (see	<ul style="list-style-type: none"> <li>Five (5) years experience using Agile principles, practices, and methodologies such as</li> </ul>

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
	<ul style="list-style-type: none"> <li>Facilitation of planning meetings, sprint/iteration reviews, and retrospectives -- the three essential Agile "ceremonies."</li> <li>The Agile Coach works with the team or organization to establish and adapt to Agile practices that help to ensure high quality results and a high level of customer satisfaction</li> </ul> <p>The Coach will train an "apprentice scrum master" in order to transition the necessary knowledge needed to continue the team's progress.</p>	Minimum Work Experience)	<p>Scrum, XP, Lean, FDD, DSDM, or Crystal in technical projects</p> <ul style="list-style-type: none"> <li>Five(5) years of progressive accomplishment managing and implementing large, complex information systems</li> <li>Two (2) years training experience</li> </ul>
<b>Master Agile Development Methodology Coach</b>	<p>The Master Agile Coach will work with the PMO, Company and Government Regulators, Auditors, etc to instill agile development practices into these areas. If necessary, the Coach will train an "apprentice coach" in order to transition the necessary knowledge needed to expand the organization's internal capabilities. Training may also occur at the senior management, CIO levels.</p>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>Seven (7) or more years experience using Agile principles, practices, and methodologies such as Scrum, XP, Lean, FDD, DSDM, or Crystal in technical projects</li> <li>Seven (7) years of progressive accomplishment managing and implementing large, complex information systems</li> <li>Two (2) years of Program and Portfolio Management / Governance experience.</li> <li>Two (2) years training experience</li> </ul>
<b>Scrum Master</b>	<p>Responsible for ensuring day to day agile development practices are being followed. Responsible for:</p> <ul style="list-style-type: none"> <li>Facilitation of planning meetings, sprint/iteration reviews, and retrospectives -- the three essential Agile "ceremonies."</li> <li>Tracking of agile development team metrics including velocity and burn down</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>Three (3) years experience using Agile principles, practices, and methodologies such as Scrum, XP, Lean, FDD, DSDM, or Crystal in technical projects</li> <li>Five(5) years of progressive accomplishment managing and</li> </ul>

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
			implementing large, complex information systems <ul style="list-style-type: none"> <li>• Scrum Master certification</li> </ul>
<b>Business Analyst</b>	Responsible for the following: <ul style="list-style-type: none"> <li>• Facilitates requirements gathering sessions/interviews with end users, clients, and/or business representatives</li> <li>• Documentation, review and/or design of IT specifications using various software design tools and at times can also review the product for quality</li> <li>• Track specific aspects of the IT project and presents final product</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Two to four (2-4) years experience with requirements/IT project analysis</li> <li>• Business analysis project experience</li> <li>• Two (2) years of using structured techniques for capturing and documenting requirements.</li> </ul>
<b>Senior Business Analyst</b>	Responsibilities include: <ul style="list-style-type: none"> <li>• Manages requirements gathering sessions/interviews with end users, clients, and/or business representatives; responsible for fully-reviewed working requirements</li> <li>• Works with users/clients/business to understand the business environment and needs, and how IT will support those requirements</li> <li>• Manages the documentation, review and/or design of IT specifications using various software design tools</li> <li>• Manages other specific aspects of the IT project</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Five (5) years experience with requirements/IT project analysis</li> <li>• Significant business analysis project experience</li> <li>• Five (5) years experience in using structured analysis techniques such as use cases and structured data diagrams.</li> <li>• Knowledge of structured methods for requirements analysis such as RUP.</li> </ul>
<b>Senior Data Architect</b>	Responsible for the following: <ul style="list-style-type: none"> <li>• Design of the data warehouse data storage strategy/technique</li> <li>• Design and develop the architecture for all data warehousing components</li> <li>• Design and development of relational database management objects (tables, schemas, indexes, materialized views, partitions, stored procedures, macros, etc.), database design principles, data administration standards, and information security terminology</li> </ul>	Master's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Ten (10) or more years experience in supervision of system/data architects, use of structured analysis, design methodologies, design tools and other design techniques</li> <li>• Experience with the logical and physical data structures of large and complex information systems</li> </ul>

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
	<ul style="list-style-type: none"> <li>• Design and support data-marts and cubes for analytical reporting</li> <li>• Design, implement and understand Dimensional Models/query tools, and Metadata Repositories</li> <li>• Work closely with internal customers, IT staff, vendors and consultants to coordinate plans and activities for development projects</li> <li>• Mentoring and developing junior staff</li> <li>• Monitors industry trends and directions</li> <li>• Develops and presents technical recommendations</li> <li>• Develops data policies for structural design</li> <li>• Provides assessments of technical proposals</li> </ul>		
<b>Programmer / Analyst</b>	<p>Responsible for software design and development:</p> <ul style="list-style-type: none"> <li>• Acts independently and as a team member on a project basis to analyze, specify and develop software</li> <li>• Involved in full systems development lifecycle, including systems analysis, requirements definition, design, development, support and testing</li> <li>• Responds to new requirements and enhancements, required by end users</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Three (3) years experience with IT projects and technical development lifecycles.</li> </ul>
<b>Software Architect</b>	<p>Responsible for the overall supervision of the implementation for all of the specific aspects of architecture planning:</p> <ul style="list-style-type: none"> <li>• Supervises a team of Engineers or technical personnel working on highly complex IT architecture initiatives.</li> <li>• Works closely with product designers, users, and other stakeholders to satisfy requirements and meet operational needs.</li> <li>• Directs the overall delivery of the technical aspects of the software</li> <li>• Directs many, if not all aspects of the technical delivery , including design, development, testing, tools, and deployment</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Five (5) or more years experience in supervision of system/data architects, use of structured analysis, design methodologies, design tools and other design techniques</li> <li>• Experience with the logical and physical functional, operational and technical architecture of large and complex information systems</li> </ul>
<b>Lead Software Architect</b>	Responsibilities include:	Master's Degree or equivalent work experience	<ul style="list-style-type: none"> <li>• Ten (10) or more years experience in supervision of system architects, use</li> </ul>

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
	<ul style="list-style-type: none"> <li>• Conducts, leads and coordinates software development</li> <li>• Leads activities throughout the project, including key design decisions for the technology, structure</li> <li>• Leads design decisions for configuration of the system.</li> <li>• Provide technical expertise in terms of software usage, functionality, performance, aesthetics, and reuse</li> <li>• Shares experience in software, economic and technological tradeoffs.</li> </ul>	(see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• of structured analysis, design methodologies, design tools and other design techniques</li> <li>• Experience with the logical and physical functional, operational and technical architecture of large and complex information systems</li> </ul>
<b>Senior Software Tester</b>	<p>Responsibilities for this position include:</p> <ul style="list-style-type: none"> <li>• Investigates and resolves highly complex operational matters of significance in conjunction with other engineering and technical support to ensure cost effective and efficient resolution of problems.</li> <li>• Provides technical expertise and guidance in the design, development, implementation, and maintenance of test processes and diagnostic programs for system testing.</li> <li>• Consults with clients on highly complex systems determining systems requirements</li> <li>• Recommends processes and/or programs</li> <li>• Coordinates project team and follows through on implementation.</li> <li>• Acts as liaison with outside suppliers in establishing or modifying specifications for purchased testing tools.</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Five (5) years of experience in software testing and quality assurance</li> <li>• Four (4) years of experience in software testing and quality assurance</li> <li>• Proficient in Microsoft applications such as excel</li> <li>• Successful demonstration of excellent analytical skills</li> <li>• Experience working with various technologies</li> <li>• Three (3) years experience working with automated quality tools</li> </ul>
<b>Technical Lead</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Analyzes business requirements; determining appropriate technical approach and developing specifications for implementation.</li> <li>• Interacts with the technical architects.</li> <li>• Defines application enhancement development efforts in close collaboration with the IT development team.</li> <li>• Leads technical design activities; producing sizing estimates; oversees application code development; conducts technical code reviews; and participate in all related software build and deployment activities.</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Five or more (5) years experience in leading technical projects</li> <li>• Significant experience in information systems design, development and integration</li> </ul>

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
	<ul style="list-style-type: none"> <li>• Works closely with the IT Operations staff to diagnose and resolve escalated technical issues in the production systems.</li> <li>• Interacts directly with the business users and the operations staff to address production related issues.</li> </ul>		
<b>Senior Technical Lead</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Analyzes business requirements; determining appropriate technical approach and developing specifications for implementation.</li> <li>• Interacts with the technical architects.</li> <li>• Defines application enhancement development efforts in close collaboration with the IT development team.</li> <li>• Leads technical design activities; producing sizing estimates; oversees application code development; conducts technical code reviews; and participates in all related software build and deployment activities.</li> <li>• Directs application performance tuning tasks; consults on testing plans</li> <li>• Oversees and ensures the teams compliance with IT policies &amp; standards.</li> <li>• Works closely with the IT Operations staff to diagnose and resolve escalated technical issues in the production systems.</li> <li>• Interacts directly with the business users and the operations staff to address production related issues.</li> <li>• Expertise in at least one knowledge/specialty area (e.g., financial services, mobile applications, health care, etc.)</li> <li>• Knowledge of vertical industry regulatory compliance (e.g., Sarbanes-Oxley, FERPA, or HIPAA)</li> </ul>	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Ten or more (10) years experience in leading technical projects</li> <li>• Significant experience in information systems design, development and integration</li> </ul>
<b>UI Designer</b>	Responsible for the design and development of the "look and feel" of a software application. The UI Designer needs to collaborate with the software application development team when necessary in order to fully satisfy client needs and requirements:	Bachelor's Degree or equivalent work experience (see Minimum Work Experience)	<ul style="list-style-type: none"> <li>• Two to four (2-4) years experience in Graphical User Interface design and management</li> <li>• Significant experience in design, visual communications, or</li> </ul>

Job Title	Job Responsibility	Minimum Education	Minimum Work Experience
	<ul style="list-style-type: none"> <li>Responsible for the design and creation of all web-based GUI graphics and screens, along with any other GUI-related components</li> </ul>		<p>electronic media and/or multi-media design</p>
<p><b>Senior UI Designer</b></p>	<p>Responsible for design and production of Web applications to include:</p> <ul style="list-style-type: none"> <li>Creates and communicates design deliverables such as design specifications, templates, storyboards, wire-frames, and personas</li> <li>Design interactive prototypes according to business, brand, market, and user requirements</li> <li>Low-fidelity models to demonstrate viability of concepts</li> <li>High-fidelity prototypes to accompany functional specifications</li> <li>Partner with engineering on the implementation of interactive techniques and technologies</li> <li>Create functional wireframes to help build and improve the user experience with understanding of UI behaviors and effects.</li> </ul>	<p>Bachelor's Degree or equivalent work experience (see Minimum Work Experience)</p>	<ul style="list-style-type: none"> <li>Five or more (5) years experience in Graphical User Interface design and management</li> <li>Significant experience in design, visual communications, or electronic media and/or multi-media design</li> </ul>

## LABOR CATEGORY PRICING

Role	GSA Rate with IFF
Engagement Manager	\$192.53
Master Agile Development Methodology Coach	\$187.60
Agile Development Methodology Coach	\$167.85
Agile Project Manager	\$177.07
Scrum Master	\$139.04
Business Analyst	\$98.74
Senior Business Analyst	\$123.42
Software Tester	\$90.93
Senior Software Tester	\$123.42
Programmer Analyst	\$113.55
Senior Programmer/Analyst	\$123.42
Technical Lead	\$133.29
Senior Technical Lead	\$157.98
Software Architect	\$148.10
Lead Software Architect	\$177.72
Data Architect	\$125.13
Senior Data Architect	\$153.04
Senior Systems Build Engineer	\$143.67
AEP SME	\$167.50
UI Designer	\$93.80
Senior UI Designer	\$123.42
Technical Writer	\$90.93

**USA COMMITMENT TO PROMOTE  
SMALL BUSINESS PARTICIPATION  
PROCUREMENT PROGRAMS**

**PREAMBLE**

CC Pace Systems, 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: Erika Palomino, 703-631-6600, [epalomino@ccpace.com](mailto:epalomino@ccpace.com), Fax: 703-378-1589.