

November 17, 2015

Mr. Bill Stobbe  
Mission Consulting, LLC  
555 Capitol Mall, Suite 450  
Sacramento, CA 95814

**Subject: Mission Consulting, LLC California Multiple Award Schedule (CMAS)**

**CMAS Contract No.:** 4-15-03-0414B  
**CMAS Contract Term:** November 17, 2015 through December 31, 2020  
**Base GSA Schedule No.:** GS-00F-008DA

The State of California is pleased to accept your firm's offer to establish a California Multiple Award Schedule (CMAS) contract, which we have assigned the CMAS contract number and term identified above. This contract number must be shown on each invoice rendered. Additionally, this letter shall not be construed as a commitment to purchase any or all of the State's requirements from your firm. Prior approval is required from the State for all news releases regarding this contract.

It is your firm's responsibility to furnish, upon request, a copy of this CMAS contract to State and local government agencies. A complete CMAS contract includes the following: **1)** this acceptance letter, **2)** CMAS cover pages (which includes the signature page, ordering instructions and special provisions, and any attachments or exhibits as prepared by the CMAS Unit), **3)** CMAS terms and conditions, **4)** Federal GSA terms and conditions, and **5)** product/service listing and prices. The CMAS Unit strongly recommends that government agencies place orders with Contractors who provide ALL of the contract elements described above.

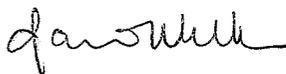
To manage this contract, Contractors are directed to the "CMAS Contract Management and Information Guide", which can be accessed at [www.dgs.ca.gov/pd/programs/leveraged/cmas.aspx](http://www.dgs.ca.gov/pd/programs/leveraged/cmas.aspx), then select the "For Suppliers/Contractors" link. This guide covers topics such as CMAS Quarterly Reports, amendments, extensions, renewals, Contractor's change of address or contact person, company name change requests, and marketing your CMAS contract.

It is the Contractor's responsibility to submit on a timely basis detailed CMAS Quarterly Reports (along with any applicable incentive fees).

**THE NEXT QUARTERLY REPORT DUE FOR THIS CONTRACT IS Q4-2015 (OCT-DEC)  
DUE BY JAN 15, 2016.**

The "Approved CMAS Contractor" logo is only available to CMAS contract holders for display at conferences or on other marketing material. A login and password is required to download the logo. Go to <http://www.dgs.ca.gov/pd/Resources/FormsResourcesLibrary.aspx>, then select "Reference Material"; click on "CMAS Logos" under the heading "Marketing Tools". At the prompt, enter the login: "cmassupplier" and the password: "cmas010194".

Should you have any questions regarding this contract, please contact me at 916/375-4554. Thank you for your continued cooperation and support of the CMAS Program.



JANNA WELK, Program Analyst  
California Multiple Award Schedules Unit

State of California  
**MULTIPLE AWARD SCHEDULE**  
**Mission Consulting, LLC**

CONTRACT NUMBER:	<b>4-15-03-0414B</b>
SUPPLEMENT NO.:	N/A
CMAS CONTRACT TERM:	11/17/2015 through 12/31/2020
CONTRACT CATEGORY:	Non Information Technology Services
APPLICABLE TERMS & CONDITIONS:	August 2010
MAXIMUM ORDER LIMIT:	\$250,000
FOR USE BY:	State & Local Government Agencies
BASE GSA SCHEDULE NO.:	GS-00F-008DA
BASE SCHEDULE HOLDER:	Booz Allen Hamilton, Inc.

This contract provides for the purchase and warranty of Non-Information Technology Consulting Services. (See page 2 for the labor categories and restrictions applicable to this contract.)

The most current Ordering Instructions and Special Provisions and CMAS Terms and Conditions, products and/or services and pricing are included herein. All purchase orders issued under this contract incorporate the following Ordering Instructions and Special Provisions and CMAS Terms and Conditions dated August 2010.

Agency non-compliance with the requirements of this contract may result in the loss of delegated authority to use the CMAS program.

Contractor non-compliance with the requirements of this contract may result in contract termination.

*Janna Welk*

Effective Date: **11/17/2015**

**JANNA WELK, Program Analyst, California Multiple Award Schedules Unit**

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)  
MISSION CONSULTING, LLC  
CMAS NO. 4-15-03-0414B**

**CMAS PRODUCT & SERVICE CODES**

The CMAS Product & Service Codes listed below are for marketing purposes only. Review this CMAS contract and the base contract identified below for the products and/or services available on this contract.

BUS CONSULT-AUDIT/EVALUATION  
BUS CONSULT-BUSINESS PLANNING  
BUS CONSULT-ORG ASSESSMENT  
BUS CONSULT-PROGRAM DESIGN  
BUS CONSULT-PROJECT MGMT  
BUS CONSULT-RISK ASSESSMENT  
BUS CONSULT-STRATEGIC PLANNING  
BUS SRVC-FACILITATION  
BUS SRVC-PERFORMANCE REVIEW  
BUS SRVC-PROCUREMENT SUPPORT  
BUS SRVC-SURVEY  
WRITING SRVC

**AVAILABLE PRODUCTS AND/OR SERVICES**

Only the following job titles are available within the scope of this contract:

ANALYST  
ANALYST 1  
ANALYST 2  
FUNCTIONAL SPECIALIST  
FUNCTIONAL SPECIALIST 1  
FUNCTIONAL SPECIALIST 2  
MANAGEMENT CONSULTANT  
MANAGEMENT CONSULTANT 1  
MANAGEMENT CONSULTANT 2  
PROGRAM DIRECTOR/ SENIOR ADVISOR  
FUNCTIONAL/ SUBJECT MATTER EXPERT  
PROGRAM MANAGER  
PROJECT MANAGER  
SENIOR TASK LEAD  
TASK LEAD  
CONSULTANT  
SUPPORT STAFF  
EXECUTIVE/STRATEGY OFFICER  
EXECUTIVE/STRATEGY PRINCIPAL  
EXECUTIVE/STRATEGY SR. ASSOCIATE  
EXECUTIVE/STRATEGY ASSOCIATE

You may verify the following current information about the job titles available on this CMAS contract at the GSA eLibrary (using the base GSA contract number identified below):

- Description of the functional requirements
- Minimum education and experience requirements
- Maximum pricing allowed (lower pricing acceptable)

Access the GSA eLibrary at [www.gsaelibrary.gsa.gov](http://www.gsaelibrary.gsa.gov).

**EXCLUDED PRODUCTS AND/OR SERVICES**

Financial and Business Solutions (FABS), Advertising and Integrated Marketing Solutions (AIMS), Professional Engineering Services (PES), Logistics Worldwide (LOGWORLD), and Environmental Services are not available under this contract.

**CMAS BASE CONTRACT**

This CMAS contract is based on some or all of the products and/or services and prices from GSA Schedule No. GS-00F-008DA (BOOZ ALLEN HAMILTON, INC.) with a GSA term of 10/1/2015 through 9/30/2020. The term of this CMAS contract incorporates an extension of three months beyond the expiration of the base GSA contract, and is shown in the "CMAS Term Dates" on page 1.

Replace "BOOZ ALLEN HAMILTON, INC." with "MISSION CONSULTING, LLC" where "BOOZ ALLEN HAMILTON, INC." is referenced in the federal GSA multiple award Contract Terms and Conditions.

**ISSUE PURCHASE ORDER TO**

Agency purchase orders must be mailed to the following address, or faxed to (916) 446-5809:

Mission Consulting, LLC  
555 Capitol Mall, Suite 450  
Sacramento, CA 95814  
Attn: Bill Stobbe

Agencies with questions regarding products and/or services may contact the contractor as follows:

Phone: (916) 446-5624, Ext. 111  
E-mail: [bstobbe@missionconsulting.com](mailto:bstobbe@missionconsulting.com)

**TOP 500 DELINQUENT TAXPAYERS**

In accordance with Public Contract Code Section 10295.4, and prior to placing an order for non-IT goods and/or services, agencies must verify with the Franchise Tax Board and the Board of Equalization that this contractor's name does not appear on either list of the 500 largest tax delinquencies pursuant to Section 7063 or 19195 of the Revenue and Taxation Code.

The Franchise Tax Board's list is available at [www.ftb.ca.gov/aboutFTB/Delinquent\\_Taxpayers.shtml](http://www.ftb.ca.gov/aboutFTB/Delinquent_Taxpayers.shtml).

The Board of Equalization's list is available at [www.boe.ca.gov/cgi-bin/deliq.cgi](http://www.boe.ca.gov/cgi-bin/deliq.cgi).

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**CONTRACT PRICES**

The maximum prices allowed for the products and/or services available in this CMAS contract are those set forth in the base contract identified on page 2 of this contract.

The ordering agency is encouraged to seek prices lower than those on this CMAS contract. When responding to an agency's Request for Offer (RFO), the contractor can offer lower prices to be competitive.

**APPROVAL OF ORDERS FOR NON-IT SERVICES**

1. State agencies entering into CMAS contracts for non-Information Technology services exceeding \$50,000 must forward their purchase order package to the DGS/PD-CMAS for review and approval prior to issuing the purchase order.
2. State agencies entering into more than one CMAS contract for non-Information Technology consulting services with the same contractor within a 12-month period for an aggregate amount of \$12,500 or more must have each contract approved by the DGS/PD-CMAS in compliance with Public Contract Code Section 10371.

For either one of the above situations, see the provision in this contract entitled "Consulting or Personal Services" for a listing of the documents needed and the address where they must be sent.

**DARFUR CONTRACTING ACT**

This contractor has certified compliance to the Darfur Contracting Act per PCC section 10475, et seq.

**AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)**

Ordering departments executing purchases using ARRA funding must attach the ARRA Supplemental Terms and Conditions document to their individual RFOs and purchase documents. Departments are reminded that these terms and conditions supplement, but do not replace, standard State terms and conditions associated with this CMAS contract. The ARRA Supplemental Terms and Conditions can be accessed at [www.documents.dgs.ca.gov/pd/poliproc/ARRATand%20C081009final.pdf](http://www.documents.dgs.ca.gov/pd/poliproc/ARRATand%20C081009final.pdf).

**WARRANTY**

For warranties, see the federal GSA schedule and the CMAS Terms and Conditions, General Provisions, CMAS Warranty.

Contractor personnel shall have the experience, education and expertise as delineated in the CMAS contract.

**DELIVERY**

As negotiated between agency and contractor and included in the purchase order, or as otherwise stipulated in the contract.

**SHIPPING INSTRUCTIONS**

F.O.B. (Free On Board) Destination. Seller pays the freight charges.

**PURCHASING AUTHORITY DOLLAR THRESHOLD**

No CMAS order may be executed by a State agency that exceeds that agency's CMAS purchasing authority threshold or the CMAS maximum order limit, whichever is less.

**HOW TO USE CMAS CONTRACTS**

Agencies must adhere to the detailed requirements in the State Contracting Manual (SCM) when using CMAS contracts. The requirements for the following bullets are in the SCM, Volume 2, Chapter 6 (for non-IT) and the SCM, Volume 3, Chapter 6 (for IT):

- Develop a Request for Offer, which includes a Scope of Work (SOW), and Bidder Declaration form. For information on the Bidder Declaration requirements, see the SCM, Volume 2, Section 3.5.7 and Volume 3, Section 3.4.7.
- Search for potential CMAS contractors at [www.dgs.ca.gov/pd/Programs/Leveraged/CMAS.aspx](http://www.dgs.ca.gov/pd/Programs/Leveraged/CMAS.aspx), select "Find a CMAS Contract".
- Solicit offers from a minimum of 3 CMAS contractors including one small business and/or DVBE, if available, who are authorized to sell the products and/or services needed
- If soliciting offers from a certified DVBE, include the Disabled Veteran Business Enterprise Declarations form (Std. 843) in the Request for Offer. This declaration must be completed and returned by the DVBE prime contractor and/or any DVBE subcontractors. (See the SCM Volumes 2 and 3, Chapter 3)
- This is not a bid transaction, so the small business preference, DVBE participation goals, protest language, intents to award, evaluation criteria, advertising, etc., are not applicable.
- If less than 3 offers are received, State agencies must document their file with the reasons why the other suppliers solicited did not respond with an offer.
- Assess the offers received using best value methodology, with cost as one of the criteria.
- Issue a Purchase Order to the selected contractor.
- For CMAS transactions under \$5,000 only one offer is required if the State agency can establish and document that the price is fair and reasonable.

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Local governments set their own order limits, and are not bound by the order limits on the cover page of this contract.

**SPLITTING ORDERS**

Splitting orders to avoid any monetary limitations is prohibited.

Do not circumvent normal procurement methods by splitting purchases into a series of delegated purchase orders (PCC § 10329).

Splitting a project into small projects to avoid either fiscal or procedural controls is prohibited (SAM 4819.34).

**MINIMUM ORDER LIMITATION**

The minimum dollar value of an order to be issued under this contract is \$4,950.

**ORDERING PROCEDURES**

**1. Order Form**

State agencies shall use a Contract/Delegation Purchase Order (Std. 65) for purchases and services.

Local governments shall, in lieu of the State's Purchase Order (Std. 65), use their own purchase order document.

Electronic copies of the State Standard Forms can be found at the Office of State Publishing website. The site provides information on the various forms and use with the Adobe Acrobat Reader. Beyond the Reader capabilities, Adobe Acrobat advanced features may be utilized if you have Adobe Business Tools or Adobe Acrobat 4.0 installed on your computer. Direct link to the Standard Form 65:

<http://www.dgs.ca.gov/dgs/ProgramsServices/Form/s/FMC/Search.aspx>

**2. Purchase Orders**

State and Local Government agencies are required to send a copy of each CMAS purchase order to:

Department of General Services  
Procurement Division, Data Management Unit  
PO Box 989052, MS #2-203  
West Sacramento, CA 95798-9052  
(or via Interagency Mail Service #Z-1)

The agency is required to complete and distribute the order form. For services, the agency shall modify the information contained on the order to include the service period (start and end date), and the monthly cost (or other intermittent cost), and any other information pertinent to the services being provided. The cost for each line item should be included in the order, not just system totals.

The contractor must immediately reject orders that are not accurate. Discrepancies are to be negotiated and incorporated into the order prior to the products and services being delivered.

**3. Service and Delivery after Contract Expiration**

The purchase order must be issued before the CMAS contract end term expires. However, delivery of the products or completion of the services may be after the contract end term expires (unless otherwise specifically stated in the contract), but must be as provided for in the contract and as specified in the purchase order.

**4. Multiple Contracts on STD. 65 Order Form**

Agencies may include multiple CMAS contracts from the same contractor on a single Std. 65 Contract/Delegation Purchase Order. For guidelines, see the SCM, Volumes 2 & 3, Chapter 6.B4.1.

**5. Amendments to Agency's Purchase Orders**

Agency purchase orders cannot be amended if the CMAS contract has expired.

The SCM, Volumes 2 & 3, Chapter 6.A5.0 provides the following direction regarding amendments to all types of CMAS purchase orders:

Original orders, which include options for changes (e.g., quantity or time), that were evaluated and considered in the selection for award during the RFO process, may be amended consistent with the terms of the original order, provided that the original order allowed for amendments. If the original order did not evaluate options, then amendments are not allowed unless an NCB is approved for those amendments.

Amendments unique to non-IT services are covered in the SCM, Volume 2, Chapter 6.B2.9 as follows:

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If the original contract permitted amendments, but did not specify the changes (e.g., quantity or time), it may be amended. This only applies to the first amendment. The time shall not exceed one year, or add not more than 30% of the original order value and may not exceed \$250,000. If the original contract did not have language permitting amendments, the NCB process must be followed.

Also, see the SCM, Volumes 2 & 3, Chapter 8, Topic 6, for more information on amending purchase orders.

**CONTRACTOR OWNERSHIP INFORMATION**

Mission Consulting, LLC is a certified small business enterprise. Their Office of Small Business and DVBE Services (OSDS) certification #13735 expires on 12/31/2017.

If this certification has expired, the current expiration date for this company's certification should be verified at: [www.bidsync.com/DPXBisCASB](http://www.bidsync.com/DPXBisCASB) or by contacting the Office of Small Business and DVBE Services at (916) 375-4940. Note that some companies have been assigned a new certification number, so use the company name and/or certification number when checking status on-line.

**SMALL BUSINESS MUST BE CONSIDERED**

Prior to placing orders under the CMAS program, State agencies shall whenever practicable first consider offers from small businesses that have established CMAS contracts [GC Section 14846(b)]. NOTE: The Department of General Services auditors will request substantiation of compliance with this requirement when agency files are reviewed.

The following website lists CMAS Small Business and Disabled Veteran Partners: [www.dgs.ca.gov/pd/Programs/Leveraged/CMAS.aspx](http://www.dgs.ca.gov/pd/Programs/Leveraged/CMAS.aspx) then select "Find a CMAS Contractor".

In response to our commitment to increase participation by small businesses, the Department of General Services waives the administrative fee (a fee currently charged to customer agencies to support the CMAS program) for orders to certified small business enterprises.

See the current fees in the DGS Price Book at: <http://www.dgs.ca.gov/ofs/Pricebook.aspx>

**SMALL BUSINESS/DVBE - TRACKING**

State agencies are able to claim subcontracting dollars towards their small business or DVBE goals whenever the Contractor subcontracts a commercially useful function to a certified small business or DVBE. The Contractor will provide the ordering agency with the name of the small business or DVBE used and the dollar amount the ordering agency can apply towards its small business or DVBE goal.

**SMALL BUSINESS/DVBE - SUBCONTRACTING**

1. The amount an ordering agency can claim towards achieving its small business or DVBE goals is the dollar amount of the subcontract award made by the Contractor to each small business or DVBE.
2. The Contractor will provide an ordering agency with the following information at the time the order is quoted:
  - a. The Contractor will state that, as the prime Contractor, it shall be responsible for the overall execution of the fulfillment of the order.
  - b. The Contractor will indicate to the ordering agency how the order meets the small business or DVBE goal, as follows:
    - List the name of each company that is certified by the Office of Small Business and DVBE Certification that it intends to subcontract a commercially useful function to; and
    - Include the small business or DVBE certification number of each company listed, and attach a copy of each certification; and
    - Indicate the dollar amount of each subcontract with a small business or DVBE that may be claimed by the ordering agency towards the small business or DVBE goal; and
    - Indicate what commercially useful function the small business or DVBE subcontractor will be providing towards fulfillment of the order.
3. The ordering agency's purchase order must be addressed to the prime Contractor, and the purchase order must reference the information provided by the prime Contractor as outlined above.

**CONSULTING OR PERSONAL SERVICES**

To ensure sufficient expertise for all consulting or personal services contracts, prior to issuing an order, the agency is required to review the resumes of all personnel the contractor intends to use to fulfill the order. Each agency is responsible for verifying that contractor personnel meet any education or experience requirements listed in the CMAS contract.

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Each order should contain, as a minimum, a description of the task, a statement of the contractor's responsibilities, completion criteria, a list of deliverable items (if any), the estimated starting date, the scheduled completion date, and a fixed cost for each task.

The aggregate of the fixed costs for all tasks constitutes the fixed price ceiling for all tasks described.

**1. Progress Payments**

For IT service contracts, see the CMAS contract IT Terms and Conditions, Provision #71, CMAS Progress Payments & Risk Assessment.

For Non-IT service contracts, see the CMAS contract Non-IT Services Terms & Conditions, Provision #41, Progress Payments/Performance Bonds.

**2. Outsourcing Services**

Careful analysis must be given by State agencies to using contracted personnel rather than using civil service positions within State government.

Government Code 19130(c) requires that all persons who provide services to the State under conditions that constitute an employment relationship shall, unless exempted by Article VII (Section 4) of the California Constitution, be retained under an appropriate civil service appointment.

Issuing a CMAS purchase order for services to an independent contractor is permissible when any of the following conditions set forth in Government Code Section 19130(b) can be met:

- Exempt under Constitution
- New State function and legislative authority
- Service not available; highly specialized or Technical
- Incidental to the purchase or lease
- Conflict of interest; need unbiased findings
- Emergency appointment
- Private counsel, with Attorney General (AG) approval and Governor's Office, if applicable
- Contractor will provide deliverables that are not feasible for the State to provide
- Training when civil service is not available
- Urgent, temporary, or occasional services when civil service delay would frustrate the purpose (see Option 2 below)

**When justified as outlined above, personal services must fall under one of the two following options:**

**Option 1.** CMAS orders for personal services such as project management, independent verification and validation, systems analysis and design, and miscellaneous services are not limited to the number of hours or months per year that a consultant can work if the services contracted for are not available within civil service, cannot be performed satisfactorily by civil service employees, or are of such a highly specialized or technical nature that the necessary expert knowledge, experience, and ability are not available through the civil service system (Government Code 19130.b (3)).

**Option 2.** CMAS personal services orders for programmers, systems analysts, and technical specialists which are of an urgent, temporary, or occasional nature, such that hiring additional civil service positions is not feasible, are limited to nine months (1548 hours) per consultant within a twelve consecutive month period (Government Code 19130.b (10)/California State Constitution, Article VII, Section 5).

This provision is per agency and is inclusive of orders issued on your behalf by another agency. Contractors must wait three (3) months from CMAS order termination/expiration before submitting the candidate's resume for work at the same agency/department.

For both options above, the contractor may conduct training courses for which appropriately qualified civil service instructors are not available, provided that permanent instructor positions in academies or similar settings shall be filled through civil service appointment (Government Code 19130.b (9)).

**For each order, the agency must prepare and retain in their file a written justification that includes specific and detailed factual information that demonstrates that the contract meets one or more of the conditions set forth in Government Code 19130(b).**

**3. State Personnel Board Requirements**

State Personnel Board (SPB) approval is required for a purchase order based on cost savings to the State as justification for not using civil service personnel.

**4. Statement of Work**

A Statement of Work (SOW) must be prepared as applicable for each Purchase Order. Information regarding the preparation of a SOW is available at [www.dgs.ca.gov/pd/Programs/Leveraged/CMAS.aspx](http://www.dgs.ca.gov/pd/Programs/Leveraged/CMAS.aspx), then select "For State Agencies". Agencies are strongly encouraged to use this information when developing SOW requirements that will accompany the Request for Offer and the resulting Purchase Order.

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**5. Follow-on Contracts are Prohibited**

No person, firm, or subsidiary thereof who has been awarded a purchase order for consulting services, or a purchase order that includes a consulting component, may be awarded a purchase order for the provision of services, delivery of goods or supplies, or any other related action which is required, suggested, or otherwise deemed appropriate as an end product of the purchase order (Public Contract Code 10365.5).

Therefore, any consultant who develops a program study or provides formal recommendations is precluded from providing any work recommended in the program study or the formal recommendation.

**6. Approval of CMAS Orders for Non-IT Services**

State agencies (not local governments) must send all CMAS orders for non-Information Technology services exceeding \$50,000 to DGS/PD-CMAS for approval.

Also, State agencies entering into more than one CMAS contract for non-Information Technology consulting services with the same contractor within a 12-month period for an aggregate amount of \$12,500 or more must have each contract approved by the DGS/PD-CMAS.

For either of the above situations, the following documents must be sent to DGS, PD-CMAS for review and approval prior to sending the order to the Contractor:

- Signed purchase order document (Std. 65)
- Signed Summary Agreement (Std. 215)
- Copy of Request for Offer (RFO)
- Listing of all CMAS contractors solicited
- Copies of all supplier's responses to the RFO
- Complete copy of awarded supplier's CMAS contract
- Copy of assessment and selection documents
- Certification for expenditure of funds
- Certification for public relations services valued at \$100,000 or more

Send the above documents to:

Department of General Services  
Procurement Division, IMS Z-1  
707 Third Street, 2<sup>nd</sup> Floor, MS 202  
West Sacramento, CA 95605  
Attn: CMAS Unit - PO Approval

Contractors must not accept purchase orders for non-IT services that exceed \$50,000 unless they include the required approval stamp from DGS.

**NOT SPECIFICALLY PRICED (NSP) ITEMS**

This provision is not applicable to this CMAS contract.

**STATE AND LOCAL GOVERNMENTS CAN USE CMAS**

State and local government agency use of CMAS contracts is optional. A local government is any city, county, city and county, district, or other local governmental body or corporation, including UC, CSU, K-12 schools and community colleges empowered to expend public funds. While the State makes this contract available, each local government agency should make its own determination whether the CMAS program is consistent with their procurement policies and regulations.

**UPDATES AND/OR CHANGES**

A CMAS amendment is not required for updates and/or changes once the update and/or change becomes effective for the federal GSA schedule, except as follows:

- A CMAS amendment is required when the contract is based on products and/or services from another contractor's multiple award contract and the contractor wants to add a new manufacturer's products and/or services.
- A CMAS amendment is required for new federal contract terms and conditions that constitute a material difference from existing contract terms and conditions. A material change has a potentially significant effect on the delivery, quantity or quality of items provided, the amount paid to the contractor or on the cost to the State.
- A CMAS amendment is required for changes to contracts that require California Prison Industry Authority (CALPIA) approval.

A CMAS amendment is required to update and/or change terms and conditions and/or products and services based on a non-federal GSA multiple award contract.

**SELF-DELETING FEDERAL GSA TERMS AND CONDITIONS**

Instructions, or terms and conditions that appear in the Special Items or other provisions of the federal GSA and apply to the purchase, license, or rental (as applicable) of products or services by the U.S. Government in the United States, and/or to any overseas location shall be self-deleting. (Example: "Examinations of Records" provision).

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Federal regulations and standards, such as Federal Acquisition Regulation (FAR), Federal Information Resources Management Regulation (FIRMR), Federal Information Processing Standards (FIPS), General Services Administration Regulation (GSAR), or Federal Installment Payment Agreement (FIPA) shall be self-deleting. Federal blanket orders and small order procedures are not applicable.

**ORDER OF PRECEDENCE**

The CMAS Terms and Conditions shall prevail if there is a conflict between the terms and conditions of the contractor's federal GSA, (or other multiple award contract), packaging, invoices, catalogs, brochures, technical data sheets or other documents (see CMAS Terms and Conditions, CONFLICT OF TERMS).

**APPLICABLE CODES, POLICIES AND GUIDELINES**

All California codes, policies, and guidelines are applicable. THE USE OF CMAS DOES NOT REDUCE OR RELIEVE STATE AGENCIES OF THEIR RESPONSIBILITY TO MEET STATEWIDE REQUIREMENTS REGARDING CONTRACTING OR THE PROCUREMENT OF GOODS OR SERVICES. Most procurement and contract codes, policies, and guidelines are incorporated into CMAS contracts. Nonetheless, there is no guarantee that every possible requirement that pertains to all the different and unique State processes has been included.

**STATEWIDE PROCUREMENT REQUIREMENTS**

Agencies must carefully review and adhere to all statewide procurement requirements in the SCM, Volumes 2 and 3, such as:

- Automated Accounting System requirements of State Administrative Manual (SAM) Section 7260-62
- Productive Use Requirements, per the SCM, Volume 3, Chapter 2, Section 2.B6.2.
- SAM Sections 4819.41 and 4832 certifications for information technology procurements and compliance with policies.
- Services may not be paid for in advance.
- Agencies are required to file with the Department of Fair Employment and Housing (DFEH) a Contract Award Report Std. 16 for each order over \$5,000 within 10 days of award, including supplements that exceed \$5,000.
- Pursuant to Public Contract Code Section 10359 State agencies are to report all Consulting Services Contract activity for the preceding fiscal year to DGS and the six legislative committees and individuals that are listed on the annual memorandum from DGS.

- Pursuant to Unemployment Insurance Code Section 1088.8, State and local government agencies must report to the Employment Development Department (EDD) all payments for services that equal \$600 or more to independent sole proprietor contractors. See the Contractor's Std. 204, Payee Data Record, to determine sole proprietorship. For inquiries regarding this subject, contact EDD at (916) 651-6945 for technical questions or (888) 745-3886 for information and forms.
- Annual small business and disabled veteran reports.
- Post evaluation reports. Public Contract Code 10369 requires State agencies to prepare post evaluations on form Std. 4 for all completed non-IT consulting services contracts of more than \$5,000. Copies of negative evaluations for non-IT consulting services only must be sent to the DGS, Office of Legal Services. The Bureau of State Audits requires State agencies annually to certify compliance with these requirements.

**ETHNICITY/RACE/GENDER REPORTING REQUIREMENT**

Effective January 1, 2007, in accordance with Public Contract Code 10111, State agencies are to capture information on ethnicity, race, and gender of business owners (not subcontractors) for all awarded contracts, including CAL-Card transactions. Each department is required to independently report this information to the Governor and the Legislature on an annual basis.

Agencies are responsible for developing their own guidelines and forms for collecting and reporting this information,

Contractor participation is voluntary.

**PAYMENTS AND INVOICES**

**1. Payment Terms**

Payment terms for this contract are net 45 days.

Payment will be made in accordance with the provisions of the California Prompt Payment Act, Government Code Section 927 et. seq. Unless expressly exempted by statute, the Act requires State agencies to pay properly submitted, undisputed invoices not more than 45 days after (i) the date of acceptance of goods or performance of services; or (ii) receipt of an undisputed invoice, whichever is later.

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**2. Payee Data Record (Std. 204)**

Each State accounting office must have a copy of the Contractor's Payee Data Record (Std. 204) in order to process payment of invoices. Contractors are required to provide a copy of their Std. 204 upon request from an agency customer. Agencies should forward a copy of the Std. 204 to their accounting office. Without the Std. 204, payment may be unnecessarily delayed.

- Unit price
- Extended line item price
- Invoice total

State sales tax and/or use tax shall be itemized separately and added to each invoice as applicable.

The company name on the CMAS contract, purchase order and invoice must match or the State Controller's Office will not approve payment.

**3. DGS Administrative and Incentive Fees**

**Orders from State Agencies:**

The Department of General Services (DGS) will bill each State agency directly an administrative fee for use of CMAS contracts. The administrative fee should NOT be included in the order total, nor remitted before an invoice is received from DGS. This administrative fee is waived for CMAS purchase orders issued to California certified small businesses.

See the current administrative fees in the DGS Price Book at:  
<http://www.dgs.ca.gov/ofs/Pricebook.aspx>.

**Orders from Local Government Agencies:**

Effective for CMAS orders dated 1/1/2010 or later, CMAS contractors, who are not California certified small businesses, are required to remit to the DGS an incentive fee equal to 1% of the total of all local government agency orders (excluding sales tax and freight) placed against their CMAS contract(s). This incentive fee is in lieu of local government agencies being billed the above referenced DGS administrative fee.

This incentive fee is waived for CMAS purchase orders issued to California certified small businesses.

The check covering this fee shall be made payable to the Department of General Services, CMAS Unit, and mailed to the CMAS Unit along with the applicable Quarterly Report. See the provision in this contract entitled "Contractor Quarterly Report Process" for information on when and where to send these checks and reports.

**4. Contractor Invoices**

Unless otherwise stipulated, the contractor must send their invoices to the agency address set forth in the purchase order. Invoices shall be submitted in triplicate and shall include the following:

- Contract number
- Agency purchase order number
- Agency Bill Code
- Line item number

**5. Advance Payments**

Advance payment is allowed for services only under limited, narrowly defined circumstances, e.g., between specific departments and certain types of non-profit organizations, or when paying another government agency (GC 11256 - 11263 and 11019).

It is NOT acceptable to pay in advance, except software maintenance and license fees, which are considered a subscription, may be paid in advance if a provision addressing payment in advance is included in the purchase order.

Warranty upgrades and extensions may also be paid for in advance, one time.

**6. Credit Card**

Mission Consulting, LLC does not accept the State of California credit card (CAL-Card).

**7. Lease/Purchase Analysis**

State agencies must complete a Lease/Purchase Analysis (LPA) to determine best value when contemplating a lease/rental, and retain a copy for future audit purposes (SAM 3700). Approval by the Department of General Services is not required.

**8. Leasing**

Except for Federal Lease to Own Purchase (LTOP) and hardware rental provisions with no residual value owed at end term (\$1 residual value is acceptable), Federal GSA Lease provisions are NOT available through CMAS because the rates and contract terms and conditions are not acceptable or applicable to the State.

SEAT Management financing options are NOT available through this contract.

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As an alternative, agencies may consider financing through the State's financial marketplace GS \$Mart™. All terms and conditions and lenders are pre-approved for easy financing. The GS \$Mart™ Internet address is [www.dgs.ca.gov/pd/programs/statefinancialmarketplace.aspx](http://www.dgs.ca.gov/pd/programs/statefinancialmarketplace.aspx). Buyers may contact the GS \$Mart™ Administrator, Patrick Mullen by phone at (916) 375-4617 or via e-mail at [patrick.mullen@dgs.ca.gov](mailto:patrick.mullen@dgs.ca.gov) for further information.

**CONTRACTOR QUARTERLY REPORT PROCESS**

Contractors are required to submit a detailed CMAS Business Activity Report on a quarterly basis to the CMAS Unit. See Attachment B for a copy of this form and instructions.

This report shall be mailed to:

Department of General Services  
Procurement Division – CMAS Unit  
Attention: Quarterly Report Processing  
PO Box 989052, MS #2-202  
West Sacramento, CA 95798-9052

Reports that include checks for incentive fees or that exceed a total of 5 pages must be mailed and shall not be faxed or e-mailed. All other reports may be faxed or e-mailed to the attention of Quarterly Report Processing as follows:

CMAS Unit Fax Number: (916) 375-4663  
CMAS Unit E-Mail: [cmas@dgs.ca.gov](mailto:cmas@dgs.ca.gov)

For the full instructions on completing and submitting CMAS Quarterly Business Activity Reports, and a soft copy of a blank quarterly report form, go to [www.dgs.ca.gov/pd/Programs/Leveraged/CMAS.aspx](http://www.dgs.ca.gov/pd/Programs/Leveraged/CMAS.aspx), and then select "For Suppliers/Contractors".

Important things to remember regarding CMAS Quarterly Business Activity Reports (referred to as "reports" below):

- A report is required for each CMAS contract each quarter, even when no new purchase orders are received in the quarter.
- A separate report is required for each CMAS contract.
- Each purchase order must be reported only once in the quarter identified by the purchase order date, regardless of when the services were performed, the products were delivered, the invoice was sent, or the payment was received.
- Purchase orders from State and local government agencies must be separated on the report, as shown in the instructions.
- Contractors must report the sales activity for all resellers listed on their CMAS contract.
- Any report that does not follow the required format or excludes required information will be deemed incomplete and returned to the contractor for corrections.

- Taxes and freight must not be included in the report.
- For CMAS orders dated 1/1/2010 or later, contractors are no longer required to attach copies of purchase orders to their reports. This changed requirement will begin on Q1-2010 reports, which are due 4/15/2010.
- For CMAS orders dated 1/1/2010 or later, contractors who are not California certified small businesses must attach to their quarterly report a check covering the required incentive fee for all CMAS sales to local government agencies (see more information below). This new requirement will start on Q1-2010 reports, which are due 4/15/2010.
- New contracts, contract renewals or extensions, and contract modifications will be approved only if the contractor has submitted all required quarterly reports and incentive fees.

CMAS Quarterly Business Activity Reports are due in the CMAS Unit within two weeks after the end of each quarter as shown below:

Quarter 1	Jan 1 to Mar 31	Due Apr 15
Quarter 2	Apr 1 to Jun 30	Due Jul 15
Quarter 3	Jul 1 to Sep 30	Due Oct 15
Quarter 4	Oct 1 to Dec 31	Due Jan 15

**CONTRACTOR QUARTERLY INCENTIVE FEES**

CMAS contractors who are not California certified small businesses must remit to the DGS an incentive fee equal to 1% of the total of all local government agency orders (excluding sales tax and freight) placed against their CMAS contract(s). This incentive fee is in lieu of local government agencies being billed the above referenced DGS administrative fee.

CMAS contractors cannot charge local government agencies an additional 1% charge on a separate line item to cover the incentive fee. The contractor must include the 1% incentive fee in the price of the products or services offered, and the line item prices must not exceed the applicable GSA prices.

A local government agency is any city, county, district, or other local governmental body, including the California State University (CSU) and University of California (UC) systems, K-12 public schools and community colleges empowered to expend public funds.

This incentive fee is waived for CMAS purchase orders issued to California certified small businesses.

The check covering this fee shall be made payable to the Department of General Services, CMAS Unit, and mailed to the CMAS Unit along with the applicable Quarterly Report. See the provision in this contract entitled "Contractor Quarterly Report Process" for information on when and where to send these checks and reports.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)  
MISSION CONSULTING, LLC  
CMAS NO. 4-15-03-0414E**

**CONTRACTOR PROVIDES COPY OF THE  
CONTRACT AND SUPPLEMENTS**

CMAS contractors are required to provide the entire contract that consists of the following:

- Cover pages with DGS logo and CMAS analyst's signature, and Ordering Instructions and Special Provisions.
- California CMAS Terms and Conditions.
- Federal GSA Terms and Conditions.
- Federal GSA products, services, and price list.
- Supplements, if applicable.

It is important for the agency to confirm that the required products, services, and prices are included in the contract and are at or below contract rates. To streamline substantiation that the needed items are in the contract, the agencies should ask the contractor to identify the specific pages from the contract that include the required products, services, and prices. Agencies should save these pages for their file documentation.

**CONTRACTORS ACTING AS FISCAL AGENTS ARE  
PROHIBITED**

When a subcontractor ultimately provides all of the products or performs all of the services that a contractor has agreed to provide, and the prime contractor only handles the invoicing of expenditures, then the prime contractor's role becomes that of a fiscal agent because it is merely administrative in nature, and does not provide a Commercially Useful Function (CUF). It is unacceptable to use fiscal agents in this manner because the agency is paying unnecessary administrative costs.

**AGENCY RESPONSIBILITY**

Agencies must contact contractors to obtain copies of the contracts and compare them for a best value purchasing decision.

Each agency is responsible for its own contracting program and purchasing decisions, including use of the CMAS program and associated outcomes.

This responsibility includes, but is not necessarily limited to, ensuring the necessity of the services, securing appropriate funding, complying with laws and policies, preparing the purchase order in a manner that safeguards the State's interests, obtaining required approvals, and documenting compliance with Government Code 19130.b (3) for outsourcing services.

It is the responsibility of each agency to consult as applicable with their legal staff and contracting offices for advice depending upon the scope or complexity of the purchase order.

If you do not have legal services available to you within your agency, the DGS Office of Legal Services is available to provide services on a contractual basis.

**CONFLICT OF INTEREST**

Agencies must evaluate the proposed purchase order to determine if there are any potential conflict of interest issues. See the attached CMAS Terms and Conditions, Conflict of Interest, for more information.

**FEDERAL DEBARMENT**

When federal funds are being expended, the agency is required to obtain (retain in file) a signed "Federal Debarment" certification from the contractor before the purchase order is issued.

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants; responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**CONTRACTOR TRAVEL**

The provision for travel expense reimbursement is included in this contract.

It is important the agency and contractor discuss necessary travel requirements prior to issuing the purchase order because the detail and cost (only as allowed for in the contract) must be included in the agency purchase order to be payable.

State agencies may only reimburse travel and per diem expenses according to State travel time and per diem rules for State employees. All travel and per diem expenses must be within the contract parameters, incorporated into the purchase order, and supported by receipts. For the current travel and per diem reimbursement rates, go to the Department of Personnel Administration's website at: <http://www.dpa.ca.gov/personnel-policies/travel/main.htm>

Notwithstanding the contract provisions, the State will not be responsible for the cost of travel to bring contractor personnel from out-of-state to the job site (unless specifically arranged by agency in advance). If requested by the agency, the State will be responsible for reimbursement of travel expenses from one California agency site to another.

State agencies should refer to SAM Section 0774 "Travel and Related Reimbursement of Persons Not State Employees", when transportation and per diem costs are to be reimbursed by the State.

Local government agencies will pay travel and per diem expenses according to their statutory requirements.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)  
MISSION CONSULTING, LLC  
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**LIQUIDATED DAMAGES FOR LATE DELIVERY**

The value of the liquidated damages cannot be a penalty, must be mutually agreed upon by agency and contractor and included in the purchase order to be applicable.

**ACCEPTANCE TESTING CRITERIA**

If the agency wants to include acceptance testing for all newly installed technology systems, and individual equipment, and machines which are added or field modified (modification of a machine from one model to another) after a successful performance period, the test criteria must be included in the purchase order to be applicable.

**AMERICANS WITH DISABILITY ACT (ADA)**

Section 504 of the Rehabilitation Act of 1973 as amended; Title VI and VII of the Civil Rights Act of 1964 as amended; Americans with Disabilities Act, 42 USC 12101; California Code of Regulations, Title 2, Title 22; California Government Code, Sections 11135, et seq.; and other federal and State laws, and Executive Orders prohibit discrimination. All programs, activities, employment opportunities, and services must be made available to all persons, including persons with disabilities. See Attachment A for Procurement Division's ADA Compliance Policy of Nondiscrimination on the Basis of Disability.

Individual government agencies are responsible for self-compliance with ADA regulations.

Contractor sponsored events must provide reasonable accommodations for persons with disabilities.

**DGS PROCUREMENT DIVISION CONTACT AND PHONE NUMBER**

Department of General Services  
Procurement Division, CMAS Unit  
707 Third Street, 2<sup>nd</sup> Floor, MS 202  
West Sacramento, CA 95605-2811

Phone # (916) 375-4363  
Fax # (916) 375-4663

## ATTACHMENT A

### ADA NOTICE

Procurement Division (State Department of General Services)  
AMERICANS WITH DISABILITIES ACT (ADA) COMPLIANCE  
POLICY OF NONDISCRIMINATION ON THE BASIS OF DISABILITY

To meet and carry out compliance with the nondiscrimination requirements of the Americans With Disabilities Act (ADA), it is the policy of the Procurement Division (within the State Department of General Services) to make every effort to ensure that its programs, activities, and services are available to all persons, including persons with disabilities.

For persons with a disability needing a reasonable accommodation to participate in the Procurement process, or for persons having questions regarding reasonable accommodations for the Procurement process, please contact the Procurement Division at (916) 375-4400 (main office); the Procurement Division TTY/TDD (telephone device for the deaf) or California Relay Service numbers which are listed below. You may also contact directly the Procurement Division contact person who is handling this procurement.

**IMPORTANT: TO ENSURE THAT WE CAN MEET YOUR NEED, IT IS BEST THAT WE RECEIVE YOUR REQUEST AT LEAST 10 WORKING DAYS BEFORE THE SCHEDULED EVENT (i.e., MEETING, CONFERENCE, WORKSHOP, etc.) OR DEADLINE DUE-DATE FOR PROCUREMENT DOCUMENTS.**

The Procurement Division TTY telephone numbers are:

Sacramento Office: (916) 376-1891  
Fullerton Office: (714) 773-2093

The California Relay Service Telephone Numbers are:

Voice 1-800-735-2922 or 1-888-877-5379  
TTY: 1-800-735-2929 or 1-888-877-5378  
Speech-to-Speech: 1-800-854-7784

**ATTACHMENT B  
CMAS QUARTERLY BUSINESS ACTIVITY REPORT**

Contractor Name: \_\_\_\_\_  
 Contract Number: \_\_\_\_\_  
 For Questions Regarding This Report Contact:  
 Name: \_\_\_\_\_  
 Phone Number: \_\_\_\_\_  
 E-mail: \_\_\_\_\_

Reporting Calendar Year: \_\_\_\_\_ Revision   
 Reporting Quarter:    Q1 (Jan-Mar)      
                                   Q2 (Apr-Jun)      
                                   Q3 (Jul-Sep)      
                                   Q4 (Oct-Dec)      
 Check Here if No New Orders for This Quarter

**STATE AGENCY PURCHASES**

State Agency Name	Purchase Order Number	Purchase Order Date	Agency Billing Code	Total Dollars Per Purchase Order	Agency Contact	Agency Address	Phone Number

Total State Agency Dollars Reported for Quarter: \$ \_\_\_\_\_

**LOCAL GOVERNMENT AGENCY PURCHASES**

Local Government Agency Name	Purchase Order Number	Purchase Order Date	Total Dollars Per Purchase Order	Agency Contact	Agency Address	Phone Number

Total Local Government Agency Dollars for Quarter: \$ \_\_\_\_\_ 1% Remitted to DGS (does not apply to CA certified S/BS): \$ \_\_\_\_\_

Total of State and Local Government Agency Dollars Reported for this Quarter: \$ \_\_\_\_\_

# ATTACHMENT B

## CMAS QUARTERLY BUSINESS ACTIVITY REPORT

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### Instructions for completing the CMAS Quarterly Business Activity Report

1. Complete the top of the form with the appropriate information for your company.
2. **Agency Name** - Identify the State agency or Local Government agency that issued the order.
3. **Purchase Order Number** - Identify the purchase order number (and amendment number if applicable) on the order form. This is not your invoice number. This is the number the State agency or Local Government agency assigns to the order.
4. **Purchase Order Date** - Identify the date the purchase order was issued, as shown on the order. This is not the date you received, accepted, or invoiced the order.
5. **Agency Billing Code** - Identify the State agency billing code. This is a five-digit number identified on the upper right hand corner of the Std. 65 purchase order form. You must identify this number on all purchases made by State of California agencies. Billing codes are not applicable to Local Government agencies.
6. **Total Dollars Per PO** - Identify the total dollars of the order excluding tax and freight. Tax must NOT be included in the quarterly report, even if the agency includes tax on the purchase order. The total dollars per order should indicate the entire purchase order amount (less tax and freight) regardless of when you invoice order, perform services, deliver product, or receive payment.
7. **Agency Contact** - Identify the ordering agency's contact person on the purchase order.
8. **Agency Address** - Identify the ordering agency's address on the purchase order.
9. **Phone Number** - Identify the phone number for the ordering agency's contact person.
10. **Total State Sales & Total Local Sales** - Separately identify the total State dollars and/or Local Government agency dollars (pre-tax) for all orders placed in quarter.
11. **1% Remitted to DGS** - Identify 1% of the total Local Government agency dollars reported for the quarter. This is the amount to be remitted to DGS by contractors who are not California certified small businesses.
12. **Grand Total** - Identify the total of all State and Local Government agency dollars reported for the quarter.

#### Notes:

- A report is required for each CMAS contract, each quarter, even when there are no new orders for the quarter.
- Quarterly reports are due two weeks after the end of the quarter.

**CALIFORNIA MULTIPLE AWARD SCHEDULES (CMAS)  
GENERAL TERMS AND CONDITIONS  
NON-INFORMATION TECHNOLOGY SERVICES**

1. **APPROVAL:** If this Contract results from a Letter of Offer, then Contractor's offer is deemed a firm offer and this Contract document is the State's acceptance of that offer. Contractor may not commence performance until such approval has been obtained.
2. **AMENDMENT:** No amendment or variation of the terms of this Contract shall be valid unless made in writing, signed by the parties and approved as required. No oral understanding or agreement not incorporated in the Contract is binding on any of the parties.
3. **ASSIGNMENT:** This Contract is not assignable by the Contractor, either in whole or in part, without the consent of the State in the form of a formal written amendment.  
  
Should the State desire financing of the assets provided hereunder through GS \$Mart, the State's financial marketplace, the Contractor agrees to assign to a State-designated lender its right to receive payment from the State for the assets in exchange for payment by the lender of the cash purchase price for the assets. Upon notice to do so from the State-designated lender at any time prior to payment by the State for the assets, the Contractor will execute and deliver to the State-designated lender an assignment agreement and any additional documents necessary for the State selected financing plan. The State-designated lender will pay the Contractor according to the terms of the Contractor's invoice upon acceptance of the assets by the State.
4. **AUDIT:** Contractor agrees that the awarding department, the Department of General Services, the Bureau of State Audits, or their designated representative shall have the right to review and to copy any records and supporting documentation pertaining to the performance of this Contract. Contractor agrees to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated. Contractor agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records. Further, Contractor agrees to include a similar right of the State to audit records and interview staff in any subcontract related to performance of this Contract. (GC 8546.7, PCC 10115 et seq., CCR Title 2, Section 1896).
5. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and save harmless the State, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all Contractors, subcontractors, suppliers, laborers, and any other person, firm or corporation furnishing or supplying work services, materials, or supplies in connection with the

performance of this Contract, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by Contractor in the performance of this Contract.

**6. DISPUTES:**

- a) The parties shall deal in good faith and attempt to resolve potential disputes informally. If the dispute persists, Contractor shall submit to the Department Director or designee a written demand for a final decision regarding the disposition of any dispute between the parties arising under, related to or involving this Contract, unless the State, on its own initiative, has already rendered such a final decision. Contractor's written demand shall be fully supported by factual information, and if such demand involves a cost adjustment to the Contract, Contractor shall include with the demand a written statement signed by an authorized person indicating that the demand is made in good faith, that the supporting data are accurate and complete, and that the amount requested accurately reflects the Contract adjustment for which Contractor believes the State is liable. If the Contractor is not satisfied with the decision of the Department Director or designee, the Contractor may appeal the decision to the Department of General Services, Deputy Director, Procurement Division. In the event that this Contract is for Information Technology Goods and/or services, the decision may be appealed to an Executive Committee of State and Contractor personnel.
- b) Pending the final resolution of any dispute arising under, related to or involving this Contract, Contractor agrees to diligently proceed with the performance of this Contract, including the delivery of Goods or providing of services in accordance with the State's instructions. Contractor's failure to diligently proceed in accordance with the State's instructions shall be considered a material breach of this Contract.
- c) Any final decision of the State shall be expressly identified as such, shall be in writing, and shall be signed by the Department Director or designee or Deputy Director, Procurement Division if an appeal was made. If the State fails to render a final decision within 90 days after receipt of Contractor's demand, it shall be deemed a final decision adverse to Contractor's contentions. The State's final decision shall be conclusive and binding regarding the dispute unless Contractor commences an action in a court of competent jurisdiction to contest such decision within 90 days following the date of the final decision or one (1)

**CALIFORNIA MULTIPLE AWARD SCHEDULES (CMAS)  
GENERAL TERMS AND CONDITIONS  
NON-INFORMATION TECHNOLOGY SERVICES**

year following the accrual of the cause of action, whichever is later.

7. **TERMINATION FOR CAUSE:** The State may terminate the agency purchase order and be relieved of any payments should the Contractor fail to perform the requirements of the agency purchase order at the time and in the manner herein provided. In the event of such termination the State may proceed with the work in any manner deemed proper by the State. All costs to the State shall be deducted from any sum due the Contractor under the agency purchase order and the balance, if any, shall be paid to the Contractor upon demand.
  8. **INDEPENDENT CONTRACTOR:** Contractor, and the agents and employees of Contractor, in the performance of this Contract, shall act in an independent capacity and not as officers or employees or agents of the State.
  9. **RECYCLING CERTIFICATION:** The Contractor shall certify in writing under penalty of perjury, the minimum, if not exact, percentage of post consumer material as defined in the Public Contract Code Section 12200, in products, materials, goods, or supplies offered or sold to the State regardless of whether the product meets the requirements of Public Contract Code Section 12209. With respect to printer or duplication cartridges that comply with the requirements of Section 12156(e), the certification required by this subdivision shall specify that the cartridges so comply (PCC 12205).
  10. **NON-DISCRIMINATION CLAUSE:** During the performance of this Contract, Contractor and its subcontractors shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment because of sex, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS), mental disability, medical condition (cancer), age (over 40), marital status, and denial of family care leave. Contractor and subcontractors shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Contractor and subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 (a-f) et seq.) and the applicable regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 (a-f), set forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations, are incorporated into this Contract by reference and made a part hereof as if set forth in full. Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other agreement.
- Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under the Contract.
11. **TIMELINESS:** Time is of the essence in this Contract.
  12. **COMPENSATION:** The consideration to be paid Contractor, as provided herein, shall be in compensation for all of Contractor's expenses incurred in the performance hereof, including travel, per diem, and taxes, unless otherwise expressly so provided.
  13. **GOVERNING LAW:** This contract is governed by and shall be interpreted in accordance with the laws of the State of California.
  14. **CHILD SUPPORT COMPLIANCE ACT:** "For any Contract in excess of \$100,000, the Contractor acknowledges in accordance with Public Contract Code 7110, that:
    - a) The Contractor recognizes the importance of child and family support obligations and shall fully comply with all applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with section 5200) of Part 5 of Division 9 of the Family Code; and
    - b) The Contractor, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department."
  15. **UNENFORCEABLE PROVISION:** In the event that any provision of this Contract is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this Contract have force and effect and shall not be affected thereby.
  16. **PRIORITY HIRING CONSIDERATIONS:** If this Contract includes services in excess of \$200,000, the Contractor shall give priority consideration in filling vacancies in positions funded by the Contract to qualified recipients of aid under Welfare and Institutions Code Section 11200 in accordance with Public Contract Code Section 10353.
  17. **SMALL BUSINESS PARTICIPATION AND DVBE PARTICIPATION REPORTING REQUIREMENTS:**

**CALIFORNIA MULTIPLE AWARD SCHEDULES (CMAS)  
GENERAL TERMS AND CONDITIONS  
NON-INFORMATION TECHNOLOGY SERVICES**

- a) If for this Contract Contractor made a commitment to achieve small business participation, then Contractor must within 60 days of receiving final payment under this Contract (or within such other time period as may be specified elsewhere in this Contract) report to the awarding department the actual percentage of small business participation that was achieved. (Govt. Code § 14841.)
  
- a. If for this Contract Contractor made a commitment to achieve disabled veteran business enterprise (DVBE) participation, then Contractor must within 60 days of receiving final payment under this Contract (or within such other time period as may be specified elsewhere in this Contract) certify in a report to the awarding department: (1) the total amount the prime Contractor received under the Contract; (2) the name and address of the DVBE(s) that participated in the performance of the Contract; (3) the amount each DVBE received from the prime Contractor; (4) that all payments under the Contract have been made to the DVBE; and (5) the actual percentage of DVBE participation that was achieved. A person or entity that knowingly provides false information shall be subject to a civil penalty for each violation. (Mil. & Vets. Code § 999.5(d); Govt. Code § 14841.)

- prohibited and specifying actions to be taken against employees for violations.
- b) Establish a Drug-Free Awareness Program to inform employees about:
  - i) the dangers of drug abuse in the workplace;
  - ii) the person's or organization's policy of maintaining a drug-free workplace;
  - iii) any available counseling, rehabilitation and employee assistance programs; and,
  - iv) penalties that may be imposed upon employees for drug abuse violations.
- c) Every employee who works on the proposed Contract will:
  - i) receive a copy of the company's drug-free workplace policy statement; and,
  - ii) agree to abide by the terms of the company's statement as a condition of employment on the Contract.

Failure to comply with these requirements may result in suspension of payments under the Contract or termination of the Contract or both and Contractor may be ineligible for award of any future State Contracts if the department determines that any of the following has occurred: the Contractor has made false certification, or violated the certification by failing to carry out the requirements as noted above. (GC 8350 et seq.)

**18. LOSS LEADER:**

If this contract involves the furnishing of equipment, materials, or supplies then the following statement is incorporated: It is unlawful for any person engaged in business within this state to sell or use any article or product as a "loss leader" as defined in Section 17030 of the Business and Professions Code. (PCC 10344(e).)

**CONTRACTOR'S SIGNED APPLICATION IS CERTIFICATION THAT CONTRACTOR AGREES TO AND WILL COMPLY WITH THE PROVISIONS OF THE FOLLOWING TERMS AND CONDITIONS. (CCC-307)**

**19. STATEMENT OF COMPLIANCE:** Contractor has, unless exempted, complied with the nondiscrimination program requirements. (GC 12990 (a-f) and CCR, Title 2, Section 8103) (Not applicable to public entities.)

**20. DRUG-FREE WORKPLACE REQUIREMENTS:** Contractor will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:

- a) Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is

**21. NATIONAL LABOR RELATIONS BOARD CERTIFICATION:** Contractor certifies that no more than one (1) final unappealable finding of contempt of court by a Federal court has been issued against Contractor within the immediately preceding two-year period because of Contractor's failure to comply with an order of a Federal court, which orders Contractor to comply with an order of the National Labor Relations Board. (PCC 10296) (Not applicable to public entities.)

**22. EXPATRIATE CORPORATIONS:** Contractor hereby declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of Public Contract Code Section 10286 and 10286.1, and is eligible to contract with the State of California.

**23. SWEATFREE CODE OF CONDUCT:**

- a) All Contractors contracting for the procurement or laundering of apparel, garments or corresponding accessories, or the procurement of equipment, materials, or supplies, other than procurement related to a public works contract, declare under penalty of perjury that no apparel, garments or

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corresponding accessories, equipment, materials, or supplies furnished to the state pursuant to the contract have been laundered or produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor. The Contractor further declares under penalty of perjury that they adhere to the Sweatfree Code of Conduct as set forth on the California Department of Industrial Relations website located at [www.dir.ca.gov](http://www.dir.ca.gov), and Public Contract Code Section 6108.

- b) The Contractor agrees to cooperate fully in providing reasonable access to the Contractor's records, documents, agents or employees, or premises if reasonably required by authorized officials of the contracting agency, the Department of Industrial Relations, or the Department of Justice to determine the Contractor's compliance with the requirements under paragraph (a).

24. **DOMESTIC PARTNERS:** For contracts over \$100,000 executed or amended after January 1, 2007, the contractor certifies that contractor is in compliance with Public Contract Code section 10295.3.
25. **CONFLICT OF INTEREST:** Contractor needs to be aware of the following provisions regarding current or former state employees. If Contractor has any questions on the status of any person rendering services or involved with the Contract, the awarding agency must be contacted immediately for clarification.

Current State Employees (PCC 10410):

- a) No officer or employee shall engage in any employment, activity or enterprise from which the officer or employee receives compensation or has a financial interest and which is sponsored or funded by any state agency, unless the employment, activity or enterprise is required as a condition of regular state employment.
- b) No officer or employee shall contract on his or her own behalf as an independent Contractor with any state agency to provide goods or services.

Former State Employees (PCC 10411):

- a) For the two-year period from the date he or she left state employment, no former state officer or employee may enter into a contract in which he or she engaged in any of the negotiations, transactions, planning, arrangements or any part of the decision-making process relevant to the contract while employed in any capacity by any state agency.
- b) For the twelve-month period from the date he or she left state employment, no former state officer or employee may enter into a contract with any state agency if he or she was employed by that state agency in a policy-making position in the same general subject area as the proposed contract within the 12-month period prior to his or her leaving state service.

If Contractor violates any provisions of above paragraphs, such action by Contractor shall render this Contract void. (PCC 10420)

Members of boards and commissions are exempt from this section if they do not receive payment other than payment of each meeting of the board or commission, payment for preparatory time and payment for per diem. (PCC 10430 (e))

26. **LABOR CODE/WORKERS' COMPENSATION:** Contractor needs to be aware of the provisions which require every employer to be insured against liability for Worker's Compensation or to undertake self-insurance in accordance with the provisions, and Contractor affirms to comply with such provisions before commencing the performance of the work of this Contract. (Labor Code Section 3700)
27. **AMERICANS WITH DISABILITIES ACT:** Contractor assures the State that it complies with the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA. (42 U.S.C. 12101 et seq.)
28. **CONTRACTOR NAME CHANGE:** An amendment is required to change the Contractor's name as listed on this Contract. Upon receipt of legal documentation of the name change the State will process the amendment. Payment of invoices presented with a new name cannot be paid prior to approval of said amendment.
29. **CORPORATE QUALIFICATIONS TO DO BUSINESS IN CALIFORNIA:**

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- a) When agreements are to be performed in the state by corporations, the contracting agencies will be verifying that the Contractor is currently qualified to do business in California in order to ensure that all obligations due to the state are fulfilled.
  - b) "Doing business" is defined in R&TC Section 23101 as actively engaging in any transaction for the purpose of financial or pecuniary gain or profit. Although there are some statutory exceptions to taxation, rarely will a corporate Contractor performing within the State not be subject to the franchise tax.
  - c) Both domestic and foreign corporations (those incorporated outside of California) must be in good standing in order to be qualified to do business in California. Agencies will determine whether a corporation is in good standing by calling the Office of the Secretary of State.
30. **RESOLUTION:** A county, city, district, or other local public body must retain a copy of a resolution, order, motion, or ordinance of the local governing body which by law has authority to enter into an agreement, authorizing execution of the Contract.
31. **AIR OR WATER POLLUTION VIOLATION:** Under the State laws, the Contractor shall not be: (1) in violation of any order or resolution not subject to review promulgated by the State Air Resources Board or an air pollution control district; (2) subject to cease and desist order not subject to review issued pursuant to Section 13301 of the Water Code for violation of waste discharge requirements or discharge prohibitions; or (3) finally determined to be in violation of provisions of federal law relating to air or water pollution.
32. **PAYEE DATA RECORD FORM STD. 204:** This form must be completed by all Contractors that are not another state agency or other governmental entity.
- ADDITIONAL CMAS TERMS AND CONDITIONS**
33. **CMAS -- CONTRACT AMOUNT:** There is no guarantee of minimum purchase of Contractor's products or services by the State.
34. **CMAS -- TERMINATION OF CMAS CONTRACT:**
- a) The State may terminate this CMAS Contract at any time upon 30 days prior written notice.
  - b) If the Contractor's GSA Multiple Award Schedule is terminated within the term of the California Multiple Award Schedule, the California schedule shall also be considered terminated on the same date.
- c) Upon termination or other expiration of this Contract, each party will assist the other party in orderly termination of the Contract and the transfer of all assets, tangible and intangible, as may facilitate the orderly, nondisrupted business continuation of each party.
- d) Prior to the expiration of this Contract, this Contract may be terminated for the convenience of both parties by mutual consent.
- e) This provision shall not relieve the Contractor of the obligation to perform under any purchase order or other similar ordering document executed prior to the termination becoming effective.
35. **CMAS -- TERMINATION FOR NON-APPROPRIATION OF FUNDS:**
- a) If the term of this Contract extends into fiscal years subsequent to that in which it is approved, such continuation of the Contract is contingent on the appropriation of funds for such purpose by the Legislature. If funds to effect such continued payment are not appropriated, Contractor agrees to take back any affected Deliverables furnished under this Contract, terminate any services supplied to the State under this Contract, and relieve the State of any further obligation therefor.
  - b) STATE AGREES THAT IF PARAGRAPH a) ABOVE IS INVOKED, DELIVERABLES SHALL BE RETURNED TO THE CONTRACTOR IN SUBSTANTIALLY THE SAME CONDITION IN WHICH DELIVERED TO THE STATE, SUBJECT TO NORMAL WEAR AND TEAR. STATE FURTHER AGREES TO PAY FOR PACKING, CRATING, TRANSPORTATION TO CONTRACTOR'S NEAREST FACILITY AND FOR REIMBURSEMENT TO THE CONTRACTOR FOR EXPENSES INCURRED FOR THEIR ASSISTANCE IN SUCH PACKING AND CRATING.
36. **CMAS -- STOP WORK:**
- a) The State may, at any time, by written Stop Work Order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this Contract for a period up to 90 days after the Stop Work Order is delivered to the Contractor, and for any further period to which the parties may agree. The Stop Work Order shall be specifically identified as such and shall indicate it is issued under this clause. Upon receipt of the Stop Work Order, the Contractor shall immediately comply

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with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the Stop Work Order during the period of work stoppage. Within a period of 90 days after a Stop Work Order is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the State shall either:

- (i) Cancel the Stop Work Order; or
  - (ii) Terminate the work covered by the Stop Work Order as provided for in the termination for default or the termination for convenience clause of this Contract.
- b) If a Stop Work Order issued under this clause is canceled or the period of the Stop Work Order or any extension thereof expires, the Contractor shall resume work. The State shall make an equitable adjustment in the delivery schedule, the Contract price, or both, and the Contract shall be modified, in writing, accordingly, if:
- (i) 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
  - (ii) The Contractor asserts its right to an equitable adjustment within 30 days after the end of the period of work stoppage; provided, that if the State decides the facts justify the action, the State may receive and act upon a proposal 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 Stop Work Order is terminated in accordance with the provision entitled Termination for the Convenience of the State, the State shall allow reasonable costs resulting from the Stop Work Order in arriving at the termination settlement.
- d) The State shall not be liable to the Contractor for loss of profits because of a Stop Work Order issued under this clause.

**37. CMAS -- TERMINATION FOR THE CONVENIENCE OF THE STATE**

- a) The State may terminate performance of work under this Contract for its convenience in whole or, from time to time, in part, if the Department of General Services, Deputy Director Procurement Division, or designee, determines that a termination is in the State's interest. The Department of General Services, Deputy Director,

Procurement Division, or designee, shall terminate by delivering to the Contractor a Notice of Termination specifying the extent of termination and the effective date thereof.

- b) After receipt of a Notice of Termination, and except as directed by the State, the Contractor shall immediately proceed with the following obligations, as applicable, regardless of any delay in determining or adjusting any amounts due under this clause. The Contractor shall:
- (i) Stop work as specified in the Notice of Termination.
  - (ii) Place no further subcontracts for materials, services, or facilities, except as necessary to complete the continuing portion of the Contract.
  - (iii) Terminate all subcontracts to the extent they relate to the work terminated.
  - (iv) Settle all outstanding liabilities and termination settlement proposals arising from the termination of subcontracts;
- c) Unless otherwise set forth in the Statement of Work, if the Contractor and the State fail to agree on the amount to be paid because of the termination for convenience, the State will pay the Contractor the following amounts; provided that in no event will total payments exceed the amount payable to the Contractor if the Contract had been fully performed:
- (i) The Contract price for Deliverables or services accepted by the State and not previously paid for, adjusted for any savings on freight and other charges; and
  - (ii) The total of:
    - A) The reasonable costs incurred in the performance of the work terminated, including initial costs and preparatory expenses allocable thereto, but excluding any cost attributable to Deliverables or services paid or to be paid;
    - B) The reasonable cost of settling and paying termination settlement proposals under terminated subcontracts that are properly chargeable to the terminated portion of the Contract; and
    - C) Reasonable storage, transportation, demobilization, unamortized overhead and capital costs, and other costs reasonably incurred by the Contractor in winding down and terminating its work.
    - D) The Contractor will use generally accepted accounting principles, or accounting principles otherwise agreed

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to in writing by the parties, and sound business practices in determining all costs claimed, agreed to, or determined under this clause.

**38. CMAS -- DEBARMENT CERTIFICATION (FEDERALLY FUNDED CONTRACTS):**

When Federal funds are being expended, the prospective recipient of Federal assistance funds is required to certify to the buyer, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

**39. CMAS -- PURCHASE ORDERS FUNDED IN WHOLE OR PART BY THE FEDERAL GOVERNMENT:**

All contracts (including individual orders), except for State construction projects, which are funded in whole or in part by the federal government may be canceled with 30 days notice, and are subject to the following:

- a) It is mutually understood between the parties that this Contract (order) may have been written before ascertaining the availability of congressional appropriation of funds, for the mutual benefit of both parties, in order to avoid program and fiscal delays which would occur if the Contract (order) were executed after that determination was made.
- b) This Contract (order) is valid and enforceable only if sufficient funds are made available to the State by the United States Government for the fiscal year during which the order was generated for the purposes of this program. In addition, this Contract (order) is subject to any additional restrictions, limitations, or conditions enacted by the Congress or any statute enacted by the Congress that may affect the provisions, terms or funding of this Contract (order) in any manner.
- c) It is mutually agreed that if the Congress does not appropriate sufficient funds for the program, this Contract (order) shall be amended to reflect any reduction in funds. The department has the option to void the Contract (order) under the 30-day cancellation clause or to amend the Contract to reflect any reduction of funds.

**40. CMAS -- SUBCONTRACTING REQUIREMENTS:** Any subcontractor that the CMAS supplier chooses to use in fulfilling the requirements of this Contract/purchase order, and which is expected to receive more than ten (10) percent of value of the Contract/purchase order, must also meet all contractual, administrative, and technical requirements of the Contract/purchase order, as applicable.

**41. CMAS -- PROGRESS PAYMENTS:** Contracts may provide for progress payments to Contractors for work performed or costs incurred in the performance of the Contract. Not less than 10 percent of the Contract amount shall be withheld pending final completion of the Contract. However, if the Contract consists of the performance of separate and distinct tasks, then any funds so withheld with regard to a particular task may be paid upon completion of that task.

No State agency shall make progress payments on a Contract unless it first has established procedures, approved by the department, which will ensure that the work or services contracted are being delivered in accordance with the Contract. (PCC 10346)

**42. CMAS -- CONTRACT TYPE:**

- a) Unless otherwise specified, the Statement of Work shall define and authorize work on a Fixed Price basis, with a guarantee of task completion.
- b) To the extent that additional work not foreseen at the time this Contract is executed must be accomplished, Work Authorizations, as described in the Statement of Work, will be the means for defining and authorizing such work on a Labor Hour basis.

**43. CMAS -- CONTRACTOR PERSONNEL:**

- a) Contractor personnel shall perform their duties on the premises of the State, during the State's regular work days and normal work hours, except as may be specifically agreed to otherwise by the State.
- b) The State reserves the right to disapprove the continuing assignment of Contractor personnel provided to the State under this Contract. If the State exercises this right, and the Contractor cannot immediately replace the disapproved personnel, the parties agree to proceed with any equitable adjustment in schedule or other terms that may be affected thereby.
- c) The Contractor will make every effort consistent with sound business practices to honor the specific requests of the State with regard to assignment of its employees; however the Contractor reserves the sole right to determine the assignment of its employees. If a Contractor employee is unable to perform due to illness, resignation, or other factors beyond the Contractor's control, the Contractor will make every reasonable effort to provide suitable substitute personnel.

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d) In recognition of the fact that Contractor personnel providing services under this Contract may perform similar services from time to time for others, this Contract shall not prevent Contractor from performing such similar services or restrict Contractor from using the personnel provided to the State under this Contract, providing that such use does not conflict with the performance of services under this Contract.

44. CMAS -- RESPONSIBILITIES OF THE STATE: The State shall provide normal office working facilities and Equipment reasonably necessary for Contractor performance under this Contract. Any special requirements (e.g., reprographic services, computer time, key data entry, etc.) shall be identified in the Statement of Work.

The State is responsible for providing required information, data, Documentation, and test data to facilitate the Contractor's performance of the work, and will provide such additional assistance and services as is specifically set forth in the Statement of Work.

The Contractor will not be responsible for any delay, cost increase, or other consequence to the extent that it is caused by the State's failure to fulfill responsibilities set forth herein. In the event of any claim for equitable adjustment to price, schedule, or both, the parties will negotiate in good faith regarding execution of a Contract amendment. Should the Contractor determine that a delay exists or is probable due to a failure of the State, the Contractor will promptly notify the State in writing.

45. CMAS -- INVOICING, AND PAYMENT FOR SERVICES:

a) During the execution of each Milestone (as set forth in the Statement of Work) which involves the delivery to the State of identified Deliverables, the Contractor may submit periodically to the State invoices reflecting a pro-rata cost of the Milestones, determined on the basis of the lesser of either:

- i) The number of Deliverables provided to the State divided by the total number of Deliverables required to be delivered to the State, less a ten percent (10%) withhold, less any amounts previously invoiced; or
- ii) The number of work-hours expended by the Contractor in the performance of the task divided by the number of work hours scheduled for the task, less a ten percent (10%) withhold, less any amounts previously invoiced; provided that the Statement of Work may specify a withhold of more than ten percent (10%).

b) For those Milestones which do not involve delivery to the State of identified Deliverables, but which are of a continuing nature, the Contractor may submit invoices reflecting a pro-rata cost of the Milestone, less a ten percent (10%) withhold, less any amount previously invoiced. Actual progress payment amounts for such Milestones must be based on at least equivalent services rendered, and to the extent practicable, will be keyed to clearly identifiable stages of progress as reflected in written reports submitted with the invoices.

c) Upon completion of a Milestone in accordance with the acceptance criteria set forth herein, the full charge for such Milestone, less amounts previously invoiced to the State, may be submitted for payment. Nothing herein will be construed to waive or contradict any requirement of California Public Contract Code Section 10346 or any similar or successor provision.

d) In the event that work not specified in the Statement of Work is performed with the State's written consent, invoices for services as reflected on Work Authorizations will be submitted to the State for payment. In no event shall the total amount paid for such work exceed ten percent (10%) of the value of personal services anticipated by this Contract.

e) Invoices prepared in accordance with this provision will not be submitted more frequently than monthly to the State.

f) In the aggregate, invoices reflecting progress payments will not exceed ninety percent (90%) of the ceiling amount of the Contract, with the balance to be invoiced upon completion of the Contract, in accordance with the acceptance criteria set forth herein.

46. CMAS -- CONTRACTOR EVALUATION:

In accordance with PCC 10367 and 10369, performance of the Contractor under orders issued against this contract will be evaluated. The ordering agency shall complete a written evaluation, and if the Contractor did not satisfactorily perform the work specified, a copy of the evaluation will be sent to the DGS, Office of Legal Services.

47. CMAS -- INSURANCE: When performing work on property in the care, custody or control of the State, Contractor shall maintain all commercial general liability insurance, workers' compensation insurance and any other insurance the State deems appropriate under the Contract. Contractor shall furnish an insurance certificate evidencing required insurance coverage acceptable to the State. Upon request by the Buyer,

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the Contractor may be required to have the State shown as an "additional insured" on selected policies.

48. **CMAS -- WARRANTY:** The following warranty language is in addition to the warranty language provided in the federal GSA Multiple Award Schedule or other base contract used to establish this CMAS Contract. When there is a conflict between the language, the following warranty language overrides.

Unless otherwise specified, the warranties contained in this contract begin after acceptance has occurred.

- a) Contractor warrants services furnished hereunder will conform to the requirements of this contract (including all descriptions, specifications and drawings made a part hereof).
  - b) All warranties, including special warranties specified elsewhere herein, shall inure to the State, its successors, assigns, customer agencies and users of the goods or services.
49. **CMAS -- FORCE MAJEURE:** Except for defaults of subcontractors at any tier, the Contractor shall not be liable for any excess costs if the failure to perform the Contract arises from causes beyond the control and without the fault or negligence of the Contractor. Examples of such causes include, but are not limited to:
- a) Acts of God or of the public enemy, and
  - b) Acts of the federal or State government in either its sovereign or contractual capacity.

If the failure to perform is caused by the default of a subcontractor at any tier, and if the cause of the default is beyond the control of both the Contractor and subcontractor, and without the fault or negligence of either, the Contractor shall not be liable for any excess costs for failure to perform.

50. **CMAS -- REQUIRED PAYMENT DATE:** Payment will be made in accordance with the provisions of the California Prompt Payment Act, Government Code Section 927 et. seq. Unless expressly exempted by statute, the Act requires State agencies to pay properly submitted, undisputed invoices not more than 45 days after (i) the date of acceptance of Deliverables or performance of services; or (ii) receipt of an undisputed invoice, whichever is later.
51. **CMAS -- ORDER OF PRECEDENCE:** In the event of any inconsistency between the articles, attachments, specifications or provisions which constitute this Contract, the following order of precedence shall apply:
- a) these General Terms and Conditions -- Non-IT Services;

- b) contract form, i.e., Purchase Order STD 65, etc., and any amendments thereto;
- c) federal GSA (or other multiple award) terms and conditions;
- d) statement of work, including any specifications incorporated by reference herein;
- e) special terms and conditions; and
- f) all other attachments incorporated in the Contract by reference.

52. **CMAS -- PRIORITY HIRING CONSIDERATIONS:** If this Contract includes services in excess of \$200,000, the contractor shall give priority consideration in filling vacancies in positions funded by the Contract to qualified recipients of aid under Welfare and Institutions Code Section 11200 in accordance with PCC Section 10353.

53. **CMAS -- QUARTERLY REPORTS:** Contractors are required to submit quarterly business activity reports, as specified in this Contract, even when there is no activity. A separate report is required for each Contract, as differentiated by alpha suffix.

54. **CMAS -- RIGHTS IN DELIVERABLES:** All deliverables as defined in the ordering agency's scope of work originated or prepared by the Contractor pursuant to this contract including papers, reports, charts, and other documentation shall be delivered to and shall become the exclusive property of the ordering agency.

The ideas, concepts, know-how, or techniques relating to the subject matter of each individual project developed during the course of this contract by the Contractor or jointly by the Contractor and the State or ordering agency can be used by either party in any way it may deem appropriate.

All inventions, discoveries or improvements of the deliverables developed pursuant to this contract shall be the property of the State and/or ordering agency.

This contract shall not preclude the Contractor from developing materials outside this contract, which are competitive, irrespective of their similarity to materials which might be delivered to the State and/or ordering agency pursuant to the contract.

Pursuant to this contract, all preexisting intellectual property, copyrights, trademarks and products of the Contractor shall be the sole property of the Contractor.

55. **CMAS - CONFIDENTIALITY OF DATA:** All financial, statistical, personal, technical and other data and information relating to the State's operation which are designated confidential by the State and made

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available to the contractor in order to carry out this contract, or which become available to the contractor in carrying out this contract, shall be protected by the contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State. The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure shall be provided by the State in writing to the contractor. If the methods and procedures employed by the contractor for the protection of the contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph. The contractor shall not be required under the provisions of this paragraph to keep confidential any data or information which is or becomes publicly available, is already rightfully in the contractor's possession, is independently developed by the contractor outside the scope of this contract, or is rightfully obtained from third parties.

56. **CMAS - CONTRACTOR'S LIABILITY FOR INJURY TO PERSONS OR DAMAGE TO PROPERTY:** The contractor shall be liable for damages arising out of injury to the person and/or damage to the property of the State, employees of the State, persons designated by the State for training, or any other person(s) other than agents or employees of the contractor, designated by the State for any purpose, prior to, during, or subsequent to delivery, installation, acceptance and use of the goods either at the contractor's site or at the State's place of business, provided that the injury or damage was caused by the fault or negligence of the contractor.
57. **CMAS - INSURANCE:** When performing work on property in the care, custody or control of the State, contractor shall maintain all commercial general liability insurance, workers' compensation insurance and any other insurance the State deems appropriate under the contract. Contractor shall furnish an insurance certificate evidencing required insurance coverage acceptable to the State. Upon request by the buyer, the contractor may be required to have the State shown as an "additional insured" on selected policies.

# Booz | Allen | Hamilton

delivering results that endure



U.S. General Services Administration

Federal Supply Service

*Authorized Federal Supply Schedule Price List*

## GSA Consolidated Federal Supply Schedule

**Contract Number: GS-00F-008DA**

Contract Period: October, 1, 2015 through September 30, 2020

Standard Industrial Groups: 541, 520, 871, 874, 874V, 899

<http://boozallen.com>

For more information on ordering from Federal Supply Schedules,  
go to <http://www.gsa.gov/schedules>.

**For more information, please contact:**

Ellis Khan (Program Manager): 703/902-4508

Toby Heffernan (Contracts Contract Manager): 703/377-4359

[RFP\\_services@bah.com](mailto:RFP_services@bah.com)

Email

888/224-7041

Phone

703/902-3200

Fax

**Booz Allen Hamilton Inc.**

**8283 Greensboro Drive**

**McLean, VA 22102**

**Business Size:** Large

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

## **Customer Information**

### **1a. Awarded Special Item Numbers:**

#### **Financial and Business Solutions (FABS)**

SIN C520-5: Loan Services & Asset Management

SIN C520-9: Recovery Audits

SIN C520-11: Accounting

SIN C520-12: Budgeting

SIN C520-13: Complementary Financial Management Services

SIN C520-15: Outsourcing Recurring Commercial Activities for Financial Management Services

SIN C520-22: Grants Management Support Services

#### **Advertising and Integrated Marketing Solutions (AIMS)**

SIN C541-1: Advertising Services

SIN C541-2: Public Relations Services

SIN C541-4A: Market Research and Analysis

SIN C541-4B: Video/Film Production

SIN C541-4C: Exhibit Design and Implementation Services

SIN C541-5: Integrated Marketing Services

SIN C541-1000: Other Direct Costs

#### **Professional Engineering Services (PES)**

SIN C871-1: Strategic Planning for Technology Programs/ Activities

SIN C871-2: Concept Development and Requirements Analysis

SIN C871-3: System Design, Engineering and Integration

SIN C871-4: Test and Evaluation

SIN C871-5: Integrated Logistics Support

SIN C871-6: Acquisition and Lifecycle Management

SIN C871-7: Construction Management and Engineering Consulting Services

SIN C100-03: Ancillary Supplies and/or Services

#### **Mission Oriented Business Integrated Services (MOBIS)**

SIN C874-1: Integrated Consulting Services

SIN C874-4: Training Services

SIN C874-6: Acquisition Management Support

SIN C874-7: Integrated Business Program Support Services

SIN C100-03: Ancillary Supplies and/or Services

**Logistics Worldwide (LOGWORLD)**

SIN C874-501: Supply and Value Chain Management

SIN C874-503: Distribution and Transportation Logistics Services

SIN C874-504: Deployment Logistics Services

SIN C874-505: Logistics Training Services

SIN C100-03: Ancillary Supplies and/or Services

**Environmental Services**

SIN C899-1: Environmental Consulting Services

SIN C899-3: Environmental Training Services

SIN C899-7: Geographic Information Systems (GIS) Services

SIN C100-03: Ancillary Supplies and/or Services

- 1b. Please see **Appendices A and F for Price Lists.**
- 1c. **Labor Category Descriptions:** Please see **Appendix G** for Labor Category Descriptions.
- 2. **Maximum Order Threshold:** \$1,000,000.
- 3. **Minimum Order:** \$100.
- 4. **Geographic Coverage (Delivery Area):** Worldwide.
- 5. **Point of Production:** Mclean, VA and Booz Allen offices worldwide.
- 6. **Discount from List Prices:** All prices listed are net prices.
- 7. **Quantity Discounts:** The discount is based upon annual sales of an individual task order and is based upon the order's funded value at time of award.
  - **Orders ranging from \$1Mto \$4M receive a .5% discount.**
  - **Orders ranging from \$4M to \$10M receive a 1% discount.**
  - **Orders exceeding \$10M receive a 1.5% discount.**

Quantity discounts apply to services delivered under the following SINS only:

SIN C874-1	SIN C899-1
SIN C874-4	SIN C899-3
SIN C874-6	SIN C899-7
SIN C874-7	

- 8. **Prompt Payment Terms:** No special discount is offered for prompt payment. Payment terms are net 30 days.

- 9a. **Acceptance of Government Credit Cards:** Government credit cards will be accepted for orders at or below the micro-purchase threshold.
- 9b. **Acceptance of Government Credit Cards:** Government credit cards will be accepted for orders above the micro-purchase threshold.
- 10. **Foreign Items:** Not Applicable.
- 11a. **Time of Delivery:** Specified in each task order.
- 11b. **Expedited Delivery:** Items available for expedited delivery are noted in this price list.
- 11c. **Overnight and 2-Day Delivery:** Specified in each task order.
- 11d. **Urgent Requirements:** Not Applicable.
- 12. **F.O.B. Points(s):** Destination.

13a. **Ordering Address:**

Booz Allen Hamilton, Inc.  
 Attention: Contracts\*  
 8283 Greensboro Drive  
 McLean, VA 22102-  
 888/224-7041 phone  
 703/902-3200 facsimile  
[RFP\\_services@bah.com](mailto:RFP_services@bah.com)

\* Please mail to the attention of the Contract Administrator identified in the task order proposal.

- 13b. **Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3. The ordering procedures for supplies and services, information on BPAs, and a sample BPA can be found at the GSA Schedule homepage at <http://www.gsa.gov/schedules>.

14. **Payment Address is as Follows:**

**Payment via Wire Transfer**

Financial Institution:  
 Wachovia Bank  
 9-Digit ABA routing number: see invoice  
 Telegraphic abbreviation: PNB  
 Account number: see invoice

**ACH Payments:**

Booz Allen Hamilton Inc.  
 Wachovia Bank

**Payment via Check/U.S. Mail**

Booz Allen Hamilton Inc.  
 Wachovia Bank  
 P.O. Box 8500 (S-2725)  
 Philadelphia, PA 19178-2725

**International Funds:**

Booz Allen Hamilton Inc.  
 CHIPS Participant number:0509

9-Digit ABA routing number: see invoice

SWIFT TID: PNBPU33

Account number: see invoice

15. **Warranty Provision:** Not applicable.
16. **Export Packing Charges:** Not applicable.
17. **Terms and Conditions of Government Purchase Card Acceptance:** Government Commercial Credit Cards will be acceptable for payments on a case by case basis. Bank account information for wire transfer payments will be shown on the invoices.
18. **Terms and Conditions of Rental, Maintenance, and Repair:** Not applicable.
19. **Terms and Conditions of Installation:** Not applicable.
20. **Terms and Conditions of Repair Parts Indicating Date of Parts Price List and Any Discounts from List Prices:** 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:** Not applicable.
- 24b. **Section 508:** If applicable, Section 508 compliance information on Electronic and Information Technology (EIT) supplies and services will be addressed on a task order basis. The EIT standards can be found at [www.Section508.gov](http://www.Section508.gov).
25. **Data Universal Numbering System (DUNS) Number:** 00-692-8857
26. **Notification regarding registration in The System for Award Management:** Booz Allen is registered in SAM.

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## THE BOOZ ALLEN ADVANTAGE

**Why choose Booz Allen for Mission Oriented Business Integrated Services? Booz Allen brings unparalleled resources to its clients.**

**Quality** – Booz Allen is the consultant of choice for the full range of mission oriented business integrated projects in both the public and private sectors. We are recognized for the quality of our services and have won numerous awards across the government for business improvement initiatives, including multiple Hammer Awards, the National Intelligence Meritorious Unit Citation, the Top Contractor Award from the Defense Information Systems Agency, and the Federal Technology Leadership Award. A majority of our clients engage us for additional work, offering further testament to our strong reputation and the value we provide to our customers.

**Experience** – With its breadth and depth of experience, Booz Allen offers a rich consulting skill base and management commitment to apply its world-recognized capability to innovatively resolve program objectives. Our insights and understanding of requirements regularly translate into cost savings and performance efficiencies measurable in terms of reduced learning curves, quality of service, and effective use of leading-edge information technologies. We strive to hire and maintain professional information technology staff, allowing Booz Allen to be a premier provider of quality services to our customers. We have served civilian, military, and intelligence agencies, state and local governments, and not-for-profit agencies in projects covering a wide range of consultation, facilitation, survey, and training services. These services are described in more detail in the following sections.

**Skilled Professionals** – Booz Allen's large, multidisciplinary consulting team works with clients on business improvement initiatives on a day-to-day basis. We provide a wide range of services such as business process reengineering (BPR), front-end analysis, statistical analysis, business case analysis, activity-based costing, war gaming, systems evaluation, and requirements analysis, among others. Our team includes several hundred distinguished organizational scientists, research and policy analysts, industrial and organizational psychologists, financial analysts, instructional technologists, multimedia and training development specialists, facilitators, and other professionals with experience in performance improvement and change initiatives. These consultants call upon the firm's large cadre of subject-matter specialists with expertise in more than 60 distinct professional areas.

**Well-Defined Management Practices**—Booz Allen has spent years refining our management practices with the goal of developing a quality product that meets or exceeds client expectation, delivered on time and in budget. Our efforts have not gone without reward: much of our business is follow-on tasks for existing clients. This proves that Booz Allen delivers what we promise and achieves superior customer satisfaction. Our management approach is to provide a single point of responsibility, the task manager, with the charter of delivering the final product. That is not to say that the task manager works alone but that the manager has the full complement of Booz Allen resources available to assemble the right team to deliver the right results. Attention is paid to quality at Booz Allen with defined standards and processes used throughout the firm.

**Proven Development Methodology**—Booz Allen has developed a methodology that has reliably been used to deliver Internet systems on time. The key to this methodology is constant communication with the client. An informed client will have no surprises at the end of the project. Communication is key in validating requirements to reach a mutual understanding of functionality required in the final system. Having the client review prototypes and providing status updates regularly also reinforce the partnership we strive to develop with our client. We use working prototypes to develop the solution that not only proves concepts but also allows the client to tangibly measure progress. We build in time for user assessments.

## Special Item Number (SIN) Descriptions

### Financial and Business Solutions (FABS)

- C520 5** **Loan Servicing & Asset Management** - Assist agencies in servicing, monitoring and maintaining loan assets which may include establishing loan database, remittance processing, verify and update borrower data, issue forms and correspondence, process loan cancellations and consolidations, billing services, credit bureau reporting, and transfer and discharge loans. Provide servicing of troubled loans which may include borrower negotiations, restructuring, foreclosure and supervision of the sale of the collateral and workout agreements.
- C520 9** **Recovery Audits** - Audits performed to recover funds resulting from overpayments, duplicate payments and underpayments. Performed under the authority of Section 354 of the National Defense Authorization Act for FY 96 (Public Law 104-106; 110 Stat. 268; 10 U.S.C. 2461), and Section 388 of the National Defense Authorization Act for FY 98.
- C520 11** **Accounting** - Transaction analysis, transaction processing, data analysis and summarization, technical assistance in devising new or revised accounting policies and procedures, classifying accounting transactions, special studies to improve accounting operations.
- C520 12** **Budgeting** - Assess and improve the budget formulation and execution processes, conduct special reviews to resolve budget formulation or budget execution issues, provide technical assistance to improve budget preparation or execution processes.
- C520 13** **Complementary Financial Management Services** - Assess and improve financial management systems, financial reporting and analysis, strategic financial planning, financial policy formulation and development. Devise and implement performance measures, conduct special cost studies, perform actuarial services, perform economic and regulatory analysis, assist with financial quality assurance efforts, perform benchmarking.
- C520 15** **Outsourcing Recurring Commercial Activities for Financial Management Services** - Services that an agency identifies as recurring commercial activities which may include billing, payroll processing, application processing, claim processing, grant application management, loan application management, inventory management, brokerage services and other financial management activities.
- C520 22** **Grants Management Support Services** - Support and assist federal grants management personnel in managing total grant programs, pre-award, award, post-award and closeout phases of the grants management lifecycle process. Grants management support services may include, but are not limited to:
- Planning and writing solicitations and amendments
  - Assisting review panels
  - Assessing compliance of grantee's business and financial management system
  - Assisting awarding agency in ensuring grantee's responsible and accountable use of grant funds
  - Preparing award documents
  - Assist granting agencies in ensuring that grantee's performance is in full compliance with grant requirements
  - Provide skilled and qualified professional staff to advise and assist government Grants Management Officers, Grant Management Specialists, and other grants management personnel
  - Monitor performance
  - Advise government personnel in managing Grant Financial Management systems for the control of the complementary financial support of the entire grant management.
  - Assist in managing the project period of performance schedule

- Assist in evaluating on-going status reports, final reports, and other deliverable products required under the grant program
- Assist in grant close-out procedures

## Advertising and Integrated Marketing Services (AIMS)

- C541 1** **Advertising Services** - Services provided under this SIN will promote public awareness of an agency's mission and initiatives, enable public understanding of complex technical and social issues, disseminate information to industry and consumer advocacy groups and engage in recruitment campaigns. Services include, but are not limited to the following components: advertising objective determination; message decision/creation; outdoor marketing and media services; social media; direct mail services; planning, selection, and placement of broadcast or printed media (radio, television, public service announcements, newspaper, etc); and advertising evaluation related activities to advertising services.
- C541 2** **Public Relations Services** - Services provided under this SIN include, but are not limited to the following components: providing customized media and public relation services such as the development of media messages and strategies; providing recommendations of media sources for placement of campaigns; preparing media materials such as, background materials, press releases, speeches and presentations and press kits.

Other related services may fall under the following categories: executing media programs, conducting press conferences, scheduling broadcast and/or print interviews, public relations and crisis communications media training, such as, training of agency personnel to deal with media and media responses, media alerts and press clipping services related activities to public relations services.

- C541 4A** **Market Research and Analysis** - Services provided under this SIN include, but are not limited to the following components: customizing strategic marketing plans, branding initiatives, creating public awareness of products, services, and issues; targeting market identification and analysis, establishing measurable marketing objectives; determining market trends and conditions, identifying and implementing appropriate strategies, conducting focus groups, telemarketing, individual interviews, preparing/distributing surveys, and compiling/analyzing results, establishing call centers (in relation to services provided under this schedule).
- C541 4B** **Video/Film Production** - Services provided under this SIN include, but are not limited to the following components: writing, directing, shooting, arranging for talent/animation, narration, music and sound effects, duplication, distribution, video scoring; and editing.

Videotape and film production services will be provided to inform the public and Government agencies about the latest products, services, and/or issues in various outputs such as: industry standard formats, CD-ROM, DVD and video streaming development. Filming in studios, on location, live shows or events may also be required.

- C541 4C** **Exhibit Design and Implementation Services** - Services provided under this SIN include making all necessary arrangements for exhibits in various venues (museums, malls, tradeshow, etc.) as may be required. Services include, but are not limited to the following components: conceptualizing, designing and producing exhibits and their accompanying materials, providing and/or making recommendations for carpet and padding installation for exhibit property; preview, set-up and dismantling of exhibit property, cleaning, prepping and storing exhibit property for future use, shipping exhibit property to and from designated site(s); and media

illumination services.

- C541 5** **Integrated Marketing Services** - Services provided under this SIN include offering a complete solution that collectively integrates the various services provided separately under the other SINs. Services include, but may not be limited to the following components: creation of comprehensive solutions using strategically targeted marketing plans that include full service execution of media planning and creative multimedia campaigns. Comprehensive solutions include services available separately under SINs: 541 1 Advertising Services, 541 2 Public Relations Services, 541 3 Web Based Marketing Services, and 541 4 Specialized Marketing (i.e. SIN 541 4A through SIN 541 4G). Contractors must demonstrate the capabilities to provide services normally associated with an integrated marketing campaign (Market Research, Conference Planning, etc.).
- C541 1000** **Other Direct Costs (ODCs); Expenses Other Than Direct Labor Hours** - All ODCs proposed must be directly related to a service being offered under this schedule and can only be purchased in conjunction with the schedule service. Possible ODCs may include such items such as subcontract labor, audio/visual equipment, facility rental, commercial production, media costs, booth space rental, etc.

### **Professional Engineering Services (PES)**

- C871 1** **Strategic Planning for Technology Programs/ Activities** - Services required under this SIN involve the definition and interpretation of high level organizational engineering performance requirements such as projects, systems, missions, etc., and the objectives and approaches to their achievement. Typical associated tasks include, but are not limited to an analysis of mission, program goals and objectives, program evaluations, analysis of program effectiveness, requirements analysis, organizational performance assessment, special studies and analysis, training, and consulting. Example: The evaluation and preliminary definition of new and/or improved performance goals for navigation satellites such as launch procedures and costs, multi-user capability, useful service life, accuracy and resistance to natural and man-made electronic interference. PES does not include architect-engineer services as defined in the Brooks Act and FAR Part 2. PES does not include design or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.
- C871 2** **Concept Development and Requirements Analysis** - Services required under this SIN involve abstract or concept studies and analysis, requirements definition, preliminary planning, the evaluation of alternative technical approaches and associated costs for the development of enhancement of high level general performance specifications of a system, project, mission or activity. Typical associated tasks include, but are not limited to requirements analysis, cost/cost performance trade-off analysis, feasibility analysis, developing and completing fire safety evaluation worksheets as they relate to professional engineering services, regulatory compliance support, technology/system conceptual designs, training, and consulting. Example: The development and analysis of the total mission profile and life cycle of the improved satellite including examination of performance and cost tradeoffs. PES does not include architect-engineer services as defined in the Brooks Act and FAR Part 2. PES does not include design or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.
- C871 3** **System Design, Engineering and Integration** - Services required under this SIN involve the translation of a system (or subsystem, program, project, activity) concept into a preliminary and detailed design (engineering plans and specifications), performing risk identification/analysis, mitigation, traceability, and then integrating the various components to produce a working prototype or model of the system. Typical associated tasks include, but are not limited to computer-

aided design, e.g. CADD, design studies and analysis, design review services, shop drawing review services, submittal review services, conducting fire protection facility surveys, developing risk reduction strategies and recommendations to mitigate identified risk conditions, fire modeling, performance-based design reviews, high level detailed specification and scope preparation, configuration, management and document control, fabrication, assembly and simulation, modeling, training, and consulting. Example: The navigation satellite concept produced in the preceding stage will be converted to a detailed engineering design package, performance will be computer simulated and a working model will be built for testing and design verification. PES does not include architect-engineer services as defined in the Brooks Act and FAR Part 2. PES does not include design or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.

- C871 4** **Test and Evaluation** - sServices required under this SIN involve the application of various techniques demonstrating that a system (subsystem, program, project or activity) performs in accordance with the objectives outlined in the original design. Typical associated tasks include, but are not limited to testing of a prototype, and first article(s) testing, environmental testing, performing inspections and witnessing acceptance testing of fire protection and life safety systems as they relate to professional engineering services, independent verification and validation, reverse engineering, simulation and modeling (to test the feasibility of a concept), system, quality assurance, physical testing of the product system, training, and consulting. Example: The navigation satellite-working model will be subjected to a series of tests, which may simulate and ultimately duplicate its operational environment. PES does not include architect-engineer services as defined in the Brooks Act and FAR Part 2. PES does not include design or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.
- C871 5** **Integrated Logistics Support** - sServices required under this SIN involves the analysis, planning and detailed design of all engineering specific logistics support including material goods, personnel, and operational maintenance and repair of systems throughout their lifecycles, excluding those systems associated with real property. Typical associated tasks include, but are not limited to ergonomic/human performance analysis, feasibility analysis, logistics planning, requirements determination, policy standards/procedures development, conducting research studies, long-term reliability and maintainability, training, and consulting. Example: The full range of life cycle logistics support for the navigation satellite will be identified and designed in this stage including training, operation and maintenance requirements, and replacement procedures. PES does not include architect-engineer services as defined in the Brooks Act and FAR Part 2. PES does not include design or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.
- C871 6** **Acquisition and Life Cycle Management** - Services required under this SIN involve all of the planning, budgetary, contract and systems/program management functions required to procure and or/produce, render operational and provide life cycle support (maintenance, repair, supplies, engineering specific logistics) to (technology based) systems, activities, subsystems, projects, etc. Typical associated tasks include, but are not limited to operation and maintenance, evaluation of inspection, testing, and maintenance program for fire protection and life safety systems, program/project management, technology transfer/insertion, training and consulting. Example: During this stage the actual manufacturing, launch, and performance monitoring of the navigation satellite will be assisted through project management, configuration management, reliability analysis, engineering retrofit improvements and similar functions. PES does not include architect-engineer services as defined in the Brooks Act and FAR Part 2. PES does not include design or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.

**C871 7 Construction Management and Engineering Consulting Services Related to Real Property** - Services provided under this SIN include construction management, engineering consulting, project management, and related professional services specifically pertaining to real property. The construction management approach utilizes one or more firms with construction, design, and management expertise to expand the customer agency's capabilities, so that the agency can successfully accomplish its program or project. The contractor performing construction management services assumes the position of professional adviser to the customer agency. Customer agencies may utilize the construction manager as the principal agent to advise or manage the process over the project regardless of the project delivery method used. Construction management services include, but are not limited to, design phase support, procurement support, commissioning services, testing services, construction claims support, and post-construction engineering services. The contractor performing engineering consulting services functions as an advisor to the government to assist with executing engineering tasks associated with real property. Engineering consulting services relating to real property include, but are not limited to, mechanical engineering, electrical engineering, fire protection engineering, forensic engineering, structural engineering, or any other specialized engineering consulting services that are utilized in regards to real property. Authorized engineering consulting tasks include design reviews, shop drawing reviews, submittal reviews, inspection and testing services, witnessing acceptance tests of equipment and systems, commissioning, modeling and analysis, loss investigation, facility surveys, safety evaluations, research studies, risk mitigation strategy development or reviews, and other related technical consulting services. The contractor performing engineering consulting services shall not perform the construction of real property, nor be a named party under the construction contract. The contractor performing construction management and engineering consulting services shall not perform the construction of real property, nor be a named party under the construction contract. Project management services relating to a construction management or engineering consulting effort are authorized.

NOTE 1: This Schedule does not include Architect-Engineer services as defined in the Brooks Act, and do not include certification of designs or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.

NOTE 2: This Schedule does not include Davis-Bacon Act work as described in Federal Acquisition Regulation Subpart 22.4.

NOTE 3: Some of the terminology used, such as professional engineer and design review, have multiple meanings in the engineering services profession. Under no circumstances should those terms be interpreted to include performance of Brooks Act services Section 1102 of 40 U.S.C. Chapter 11.

NOTE 4: Please review the Construction Management and Engineering Consulting Services TFTP-MC-990871-B Refresh: 20 Part I - GOODS & SERVICES Page: 8 of 81 Relating to Real Property Guide available at [www.gsa.gov/pes](http://www.gsa.gov/pes) to obtain further information regarding the scope of services included under this SIN

**C100 03 Ancillary Supplies and/or Services** - Ancillary supplies and/or services are for orders and blanket purchase agreements that complete work or a project that is solely associated with the supplies and/or services purchased under this schedule. This SIN EXCLUDES purchases that are exclusively for supplies and/or services already available under another schedule.

Special Instructions: The work performed under this SIN shall be associated with existing SIN(s) that are part of this schedule. Ancillary supplies and/or services shall not be the primary purpose of

the work ordered, but be an integral part of the total solution offered. Ancillary supplies and/or services may only be ordered in conjunction with or in support of supplies or services purchased under another SIN(s) of the same schedule. Offerors may be required to provide additional information to support that their proposed ancillary supplies and/or services are commercially offered in support of one or more SINs under this schedule.

## **Mission Oriented Business Integrated Services (MOBIS)**

**C874 1** **Integrated Consulting Services** - Contractors shall provide expert advice and assistance in support of an agency's mission-oriented business functions. Services covered by this SIN include:

- Management or strategy consulting, including research, evaluations, studies, analyses, scenarios/simulations, reports, business policy and regulation development assistance, strategy formulation, and expert witness services
- Facilitation and related decision support services
- Survey services, using a variety of methodologies, including survey planning, design, and development; survey administration; data validation and analysis; reporting, and stakeholder briefings
- Advisory and assistance services in accordance with FAR 37.203

NOTE: Consulting services where the preponderance of work is specifically covered under other GSA Schedules are not permitted under this SIN; please refer to the Scope of Work in Part I of the MOBIS solicitation for further information.

**C874 4** **Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration Learning Management, Internships** - Proposed courses shall be commercially-available off-the-shelf training and/or educational courses that are delivered via an Instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based (i.e. Internet/Intranet, software packages and computer applications) system. Courses shall have a defined course title, length of time (i.e. hours, days, semesters, etc.), description of material to be taught (i.e. syllabi, table of contents, etc.), and whether materials are included in the price. (i.e. books, pamphlets, software, etc.). Support materials not included may be offered under SIN 874-5. C874-9

Proposed professional services shall be in support of planning, creating, and/or executing testing and test administration, learning management, internship, or development of new courses or subject matter delivered via an instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based (i.e. Internet/Intranet, software packages and computer applications) system. Proposed customization services are the result of planning, creating, and/or executing a proprietary format and may be priced as a flat rate or as Labor/hours using professional labor categories (i.e. Subject Matter Experts (SMEs), Program Managers, Project Managers, Research Assistant, Technical Specialist, etc.), subject matter(s), Systems requirements and methodology(ies) to be used should be stated. Acquisition training will be accomplished under SIN 874-8. Functional industry-specific training covered under other schedules will not be accomplished under this SIN.

A customized course(s) shall include labor categories (i.e. Subject Matter Experts (SMEs), Program Managers, Project Managers, Research Assistant, Technical Specialist, etc.), subject matter(s), and methodology(ies) to be used.

**C874 6** **Acquisition Management Support** - Contractors shall provide professional support services to agencies in conducting federal acquisition management activities. Services covered by this SIN are: acquisition planning assistance, including market research and recommending procurement strategy: acquisition document development, including cost/price estimates, quality assurance surveillance plans, statements of work, synopses, solicitations, price negotiation memoranda, etc.: expert assistance in supporting proposal evaluations, including price/cost analysis or technical proposal analysis: contract administration support services, including assistance with reviewing contractor performance, developing contract modifications, and investigating reports of contract discrepancies: contract close-out assistance; Competitive Sourcing support, including OMB Circular A-76 studies, strategic sourcing studies, privatization studies, public-private partnerships, and Federal Activities Inventory Reform (FAIR) Act studies. Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited under MOBIS. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and address those, prior to task order award. For more information, see [www.gsa.gov/mobis](http://www.gsa.gov/mobis).

**C874 7** **Integrated Business Program Support Services** - Contractors shall provide services to assist agencies in managing their mission-oriented business projects or programs and achieving mission performance goals. Services covered by this SIN include:

- All phases of program or project management, from planning to closeout
- Operational/administrative business support services in order to carry out program objectives

NOTE 1: Program support services - where the preponderance of work is specifically covered under other GSA Schedules are not permitted under this SIN; please refer to the Scope of Work in Part I of the MOBIS solicitation for further information.

NOTE 2: Administrative support services are authorized under this SIN; however, they must be provided in conjunction with other professional business services covered under this Schedule and must be performed under the supervision of the contractor's Project or Program Manager. Personal services as defined in FAR are prohibited under MOBIS.

**C100 03** **Ancillary Supplies and/or Services** - Ancillary supplies and/or services are for orders and blanket purchase agreements that complete work or a project that is solely associated with the supplies and/or services purchased under this schedule. This SIN EXCLUDES purchases that are exclusively for supplies and/or services already available under another schedule.

Special Instructions: The work performed under this SIN shall be associated with existing SIN(s) that are part of this schedule. Ancillary supplies and/or services shall not be the primary purpose of the work ordered, but be an integral part of the total solution offered. Ancillary supplies and/or services may only be ordered in conjunction with or in support of supplies or services purchased under another SIN(s) of the same schedule. Offerors may be required to provide additional information to support that their proposed Ancillary supplies and/or services are commercially offered in support of one or more SINs under this schedule.

## **Logistics Worldwide (LOGWORLD)**

**C874 501** **Supply and Value Chain Management** - Services that include all phases of planning, acquisition and management of logistics systems. These services include, but are not limited to planning,

acquisition, design, development ,testing, production, fielding, management, operation, maintenance, sustainment, improvement, modification and disposal. Examples of the type of services that may be performed under this SIN include: Logistics consulting for planning for the acquisition and life cycle phases of supply and value chain systems including the following: defining and establishing program objectives, strategies, plans and schedules; develop milestone documentation; market research and acquisition planning; material requirements identification, planning, acquisition and management; develop specifications or performance based work statements and task estimates; develop, document and support maintenance procedures and technical manuals; configuration data management and related documentation; expansion and consolidation studies, field problem analysis and recommendation of corrective actions and system modernization; Needs assessment/system assessment; Inventory/asset/vendor management; Inventory management and operation (inclusive of salvage, recycle and/or disposal management); operation of warehouses, stockrooms, storage facilities or depots; Fulfillment systems and operations; platform management; Information logistics processing systems analysis design, and implementation; staging, shipping, receiving, packing, crating, moving and storage (excluding household goods); packaging, labeling, bar coding system consultation, design, implementation, operation and maintenance; design and installation of material handling systems; hazardous material storage and handling (Non-radioactive only); warehouse and location management systems; recycling program management of warehousing materials; preservation and protection of specialized inventory or documents; maintenance, repair and overhaul (MRO) support and/or support process management; aircraft repair and maintenance; ship repair and maintenance; property disposal management; logistics strategic planning services; logistics systems engineering services; logistics program management services and support; Unique Identification (UID)/Radio Frequency Identification (RFID) services; Program and project management; acquisition and life cycle management; spares modeling; supply chain integration planning; global integrated supply chain solutions planning and implementation

- C874 503** [Distribution and Transportation Logistics Services](#) - Distribution and Transportation Logistics Services - Planning and designing, implementing, or operating systems or facilities for the movement of supplies, equipment or people by road, air, water, rail, or pipeline. Typical tasks include moving and storage (excluding household goods), location modeling, transportation system development and management, carrier management and routing, freight forwarding, courier services, shuttle services and facilitating customs processing. Commercial passenger airline services covered by the Airline City Pair Program are excluded. Click on the SIN hyperlink to view LOGWORLD contractors by business size.
- C874 504** [Deployment Logistics Services](#) - Deployment Logistics - Typical tasks include contingency planning, identifying/utilizing regional or global resources, integrating public/private sector resources, inventory/property planning, movement, storage, end-to-end office and industrial relocation/expansion services, including project/asset/construction management, space planning and project integration/implementation, pre-positioning assets, facilitating customs processing/accountability; and deploying communications and logistics systems to permit rapid deployment and management of supplies and equipment
- C874 505** [Logistics Training Services](#) - Training in system operations, automated tools for supply and value chain management, property and inventory management, distribution and transportation management, and maintenance of equipment and facilities supporting these activities
- C100 03** [Ancillary Supplies and/or Services](#) - Ancillary supplies and/or services are for orders and blanket

purchase agreements that complete work or a project that is solely associated with the supplies and/or services purchased under this schedule. This SIN EXCLUDES purchases that are exclusively for supplies and/or services already available under another schedule.

Special Instructions: The work performed under this SIN shall be associated with existing SIN(s) that are part of this schedule. Ancillary supplies and/or services shall not be the primary purpose of the work ordered, but be an integral part of the total solution offered. Ancillary supplies and/or services may only be ordered in conjunction with or in support of supplies or services purchased under another SIN(s) of the same schedule. Offerors may be required to provide additional information to support that their proposed Ancillary supplies and/or services are commercially offered in support of one or more SINs under this schedule.

## Environmental Services

**C899 1** **Environmental Consulting Services** - The services include, but are not limited to: Planning and Documentation Services for the development, planning, facilitation, coordination, and documentation of and/or for environmental initiatives (or mandates such as Executive Order 13423) in areas of chemical, radiological, and/or hazardous materials; ISO 14001 Environmental Management System (EMS) and sustainable performance measure development; Environmental Assessment (EA) and Environmental Impact Statement (EIS) preparation under the National Environmental Policy Act (NEPA); Endangered species, wetland, watershed, and other natural resource management plans; Archeological and/or cultural resource management plans; Environmental program and project management; Environmental regulation development; Economic, technical and/or risk analysis; other environmentally related studies and/or consultations; Homeland Security solutions that include Biochemical protection; Crime prevention through environmental design surveys (CPTED); Economical, technical and/or risk analysis; Identification and mitigation of threats inclusive of protective measures to mitigate the threats; and Vulnerability assessments. Compliance Services such as review, audit, and implementation/management of EMS and other compliance and contingency plans and performance measures; Permitting; Spill prevention/control and countermeasure plans; Pollution prevention surveys; and Community Right to-Know Act reporting. Advisory Services for ongoing advice and assistance with data and information in support of agency environmental programs involving areas such as Hazardous material spills; Material safety data sheets (MSDS), Biological/medical data sheets; Information hotlines; Poison control hotlines; Environmental regulations and environmental policy/procedure updates; Management, furnishing, or inventory of MSDS. Waste Management Consulting Services to provide guidance in support of waste-related data collection, feasibility studies and risk analyses; Resource Conservation and Recovery Act/Comprehensive Environmental Response Compensation and Liability Act (RCRA/CERCLA) site investigations; Hazardous and/or non-hazardous exposure assessments; Waste characterization and source reduction studies; Review and recommendation of waste tracking or handling systems; Waste management plans and/or surveys; Waste minimization/pollution prevention initiatives; and Review of technologies and processes impacting waste management.  
Note: Services involving only the consulting portion of environmental remediation efforts are included under this SIN. Any actual remediation efforts are performed under SIN 899-8.

**C899 3** **Environmental Training Services** - This SIN is designed to aid agencies in training personnel in a variety of environmentally related subjects in order to meet Federal mandates and Executive Orders. Environmentally related training can be conducted on- or off-site using standard off-the-shelf, customized, or computer/web-based interactive courses. Examples of environmental training

courses include: Air/blood borne pathogens; Asbestos awareness; Environmental management planning and operations and maintenance (O&M) planning; Asbestos Hazard Emergency Response Act (AHERA); Compliance with environmental laws/regulations; Comprehensive Environmental Response Compensation and Liability Act (CERCLA); Confined space training; Electronics management; Emergency response plans; Environmental audits, awareness, compliance, and management; Fire preparedness training; First responder; Hazardous materials and waste (HAZMAT) training to include compliance, operation, packaging, handling, generators, and incident response; Hazardous waste operations and emergency response (HAZWOPER) training inclusive of transportation, storage and disposal; ISO 14001 Environmental Management Systems (EMS); Lead training to include awareness, inspecting, assessing, rehabilitation, and renovation; Mold (abatement, assessment); National Environmental Policy Act (NEPA); Natural habitat preservation; Occupational Safety and Health Administration (OSHA); Pollution prevention; Public fire safety education; Resource Conservation and Recovery Act (RCRA); Sustainable environmental practices; Water conservation; and Wetlands regulation and permitting.

**C899 7** **Geographic Information Systems (GIS) Services** - Provides GIS services in support of environmental programs. Services include, but are not limited to: Creation/enforcement of environmental legislation; Cultural resource GIS (CRGIS); Environmental cost assessment; Environmental impact analyses; Environmental regulatory compliance; Groundwater monitoring; Growth forecast modeling; Habitat conservation plans; Habitat modeling; Image analysis support for emergency response; Mapping, Cartography and Mashups (e.g., combining data from more than one source into a single integrated tool); Migration pattern analysis; Natural resource planning; Remote sensing for environmental studies; Terrestrial, marine, and/or atmospheric measuring/management; Vegetation mapping; and Watershed characterization for mitigation planning.

Note: The services offered under this SIN shall NOT include construction and architect-engineering services as set forth in FAR Part 36, including surveying and mapping services as defined under the Brooks Act of 1972 (Public Law 92-582, 40 U.S. 1102 et seq.).

**C100 03** **Ancillary Supplies and/or Services** - Ancillary supplies and/or services are for orders and blanket purchase agreements that complete work or a project that is solely associated with the supplies and/or services purchased under this schedule. This SIN EXCLUDES purchases that are exclusively for supplies and/or services already available under another schedule.

Special Instructions: The work performed under this SIN shall be associated with existing SIN(s) that are part of this schedule. Ancillary supplies and/or services shall not be the primary purpose of the work ordered, but be an integral part of the total solution offered. Ancillary supplies and/or services may only be ordered in conjunction with or in support of supplies or services purchased under another SIN(s) of the same schedule. Offerors may be required to provide additional information to support that their proposed Ancillary supplies and/or services are commercially offered in support of one or more SINs under this schedule.

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## Appendix A

### AIMS Labor Rates

Labor Category	10/1/2015 - 3/23/2016		3/24/2016 - 3/23/2017		3/24/2017 - 3/23/2018		3/24/2018 - 3/23/2019		3/24/2019 - 3/23/2020		3/24/2020 - 9/30/2020	
	BAH SITE	GOV SITE										
Executive Manager	\$525.62	\$525.62	\$539.29	\$539.29	\$553.31	\$553.31	\$567.69	\$567.69	\$582.45	\$582.45	\$597.60	\$597.60
Senior Program Manager	\$365.69	\$365.69	\$375.20	\$375.20	\$384.96	\$384.96	\$394.96	\$394.96	\$405.23	\$405.23	\$415.77	\$415.77
Program Manager	\$309.34	\$309.34	\$317.38	\$317.38	\$325.63	\$325.63	\$334.10	\$334.10	\$342.79	\$342.79	\$351.70	\$351.70
Deputy Program Manager	\$260.84	\$204.46	\$267.62	\$209.78	\$274.58	\$215.23	\$281.72	\$220.83	\$289.04	\$226.57	\$296.56	\$232.46
Project Manager - V	\$292.30	\$239.85	\$299.90	\$246.09	\$307.70	\$252.49	\$315.70	\$259.05	\$323.91	\$265.78	\$332.33	\$272.69
Project Manager - IV	\$256.91	\$203.16	\$263.59	\$208.44	\$270.44	\$213.86	\$277.47	\$219.42	\$284.69	\$225.13	\$292.09	\$230.98
Project Manager - III	\$208.41	\$173.02	\$213.83	\$177.52	\$219.39	\$182.14	\$225.09	\$186.87	\$230.94	\$191.73	\$236.95	\$196.71
Project Manager - II	\$176.95	\$149.44	\$181.55	\$153.33	\$186.27	\$157.32	\$191.11	\$161.40	\$196.08	\$165.60	\$201.18	\$169.90
Project Manager - I	\$148.12	\$124.52	\$151.97	\$127.76	\$155.92	\$131.08	\$159.98	\$134.49	\$164.14	\$137.98	\$168.40	\$141.57
Communications Specialist V	\$214.98	\$176.95	\$220.57	\$181.55	\$226.30	\$186.27	\$232.19	\$191.11	\$238.23	\$196.08	\$244.42	\$201.18
Communications Specialist IV	\$186.14	\$157.31	\$190.98	\$161.40	\$195.95	\$165.60	\$201.04	\$169.90	\$206.27	\$174.32	\$211.63	\$178.85
Communications Specialist III	\$154.68	\$128.46	\$158.70	\$131.80	\$162.83	\$135.23	\$167.06	\$138.74	\$171.41	\$142.35	\$175.86	\$146.05
Communications Specialist II	\$102.25	\$83.89	\$104.91	\$86.07	\$107.64	\$88.31	\$110.43	\$90.61	\$113.31	\$92.96	\$116.25	\$95.38
Communications Specialist I	\$64.24	\$57.68	\$65.91	\$59.18	\$67.62	\$60.72	\$69.38	\$62.30	\$71.19	\$63.92	\$73.04	\$65.58
Evaluation Specialist V	\$238.56	\$192.68	\$244.76	\$197.69	\$251.12	\$202.83	\$257.66	\$208.10	\$264.35	\$213.51	\$271.23	\$219.07
Evaluation Specialist IV	\$208.41	\$171.70	\$213.83	\$176.16	\$219.39	\$180.74	\$225.09	\$185.44	\$230.94	\$190.27	\$236.95	\$195.21
Evaluation Specialist III	\$148.12	\$121.89	\$151.97	\$125.06	\$155.92	\$128.31	\$159.98	\$131.65	\$164.14	\$135.07	\$168.40	\$138.58
Evaluation Specialist II	\$114.02	\$91.76	\$116.98	\$94.15	\$120.02	\$96.60	\$123.15	\$99.10	\$126.35	\$101.68	\$129.63	\$104.33
Evaluation Specialist I	\$82.57	\$70.77	\$84.72	\$72.61	\$86.92	\$74.50	\$89.18	\$76.43	\$91.50	\$78.42	\$93.88	\$80.46
Editorial V	\$141.57	\$116.65	\$145.25	\$119.68	\$149.03	\$122.79	\$152.90	\$125.99	\$156.88	\$129.26	\$160.96	\$132.62
Editorial IV	\$121.89	\$98.31	\$125.06	\$100.87	\$128.31	\$103.49	\$131.65	\$106.18	\$135.07	\$108.94	\$138.58	\$111.77
Editorial III	\$108.78	\$87.82	\$111.61	\$90.10	\$114.51	\$92.44	\$117.49	\$94.85	\$120.54	\$97.32	\$123.68	\$99.85
Editorial II	\$91.76	\$77.33	\$94.15	\$79.34	\$96.60	\$81.40	\$99.10	\$83.52	\$101.68	\$85.69	\$104.33	\$87.92
Editorial I	\$69.47	\$61.60	\$71.28	\$63.20	\$73.13	\$64.84	\$75.03	\$66.53	\$76.98	\$68.26	\$78.98	\$70.04
Media/Marketing Technology Specialist - V	\$331.62	\$277.89	\$340.24	\$285.12	\$349.09	\$292.53	\$358.16	\$300.13	\$367.48	\$307.94	\$377.03	\$315.94
Media/Marketing Technology Specialist - IV	\$297.55	\$246.42	\$305.29	\$252.83	\$313.23	\$259.40	\$321.37	\$266.14	\$329.72	\$273.06	\$338.30	\$280.16
Media/Marketing Technology Specialist - III	\$231.99	\$190.08	\$238.02	\$195.02	\$244.21	\$200.09	\$250.56	\$205.30	\$257.07	\$210.63	\$263.76	\$216.11
Media/Marketing Technology Specialist - II	\$167.76	\$142.87	\$172.12	\$146.58	\$176.60	\$150.39	\$181.19	\$154.31	\$185.90	\$158.32	\$190.73	\$162.43
Media/Marketing Technology Specialist - I	\$123.22	\$100.93	\$126.42	\$103.55	\$129.71	\$106.24	\$133.08	\$109.01	\$136.54	\$111.84	\$140.09	\$114.75
Media Specialist V	\$228.07	\$186.14	\$234.00	\$190.98	\$240.08	\$195.95	\$246.33	\$201.04	\$252.73	\$206.27	\$259.30	\$211.63
Media Specialist IV	\$194.00	\$159.93	\$199.04	\$164.09	\$204.22	\$168.36	\$209.53	\$172.73	\$214.98	\$177.22	\$220.57	\$181.83
Media Specialist III	\$165.18	\$142.87	\$169.47	\$146.58	\$173.88	\$150.39	\$178.40	\$154.31	\$183.04	\$158.32	\$187.80	\$162.43
Media Specialist II	\$138.94	\$114.02	\$142.55	\$116.98	\$146.26	\$120.02	\$150.06	\$123.15	\$153.96	\$126.35	\$157.97	\$129.63
Media Specialist I	\$99.61	\$82.57	\$102.20	\$84.72	\$104.86	\$86.92	\$107.58	\$89.18	\$110.38	\$91.50	\$113.25	\$93.88

Effective 10/1/2015

Labor Category	10/1/2015 - 3/23/2016		3/24/2016 - 3/23/2017		3/24/2017 - 3/23/2018		3/24/2018 - 3/23/2019		3/24/2019 - 3/23/2020		3/24/2020 - 9/30/2020	
	BAH SITE	GOV SITE										
Internet Media Specialist - V	\$272.64	\$221.50	\$279.73	\$227.26	\$287.00	\$233.17	\$294.46	\$239.23	\$302.12	\$245.45	\$309.97	\$251.83
Internet Media Specialist - IV	\$246.42	\$201.87	\$252.83	\$207.12	\$259.40	\$212.51	\$266.14	\$218.03	\$273.06	\$223.70	\$280.16	\$229.51
Internet Media Specialist - III	\$188.74	\$157.31	\$193.65	\$161.40	\$198.68	\$165.60	\$203.85	\$169.90	\$209.15	\$174.32	\$214.59	\$178.85
Internet Media Specialist - II	\$148.12	\$121.89	\$151.97	\$125.06	\$155.92	\$128.31	\$159.98	\$131.65	\$164.14	\$135.07	\$168.40	\$138.58
Internet Media Specialist - I	\$100.93	\$83.89	\$103.55	\$86.07	\$106.24	\$88.31	\$109.01	\$90.61	\$111.84	\$92.96	\$114.75	\$95.38
Policy/Legislative Specialist V	\$203.16	\$167.76	\$208.44	\$172.12	\$213.86	\$176.60	\$219.42	\$181.19	\$225.13	\$185.90	\$230.98	\$190.73
Policy/Legislative Specialist IV	\$165.18	\$142.87	\$169.47	\$146.58	\$173.88	\$150.39	\$178.40	\$154.31	\$183.04	\$158.32	\$187.80	\$162.43
Policy/Legislative Specialist III	\$149.44	\$124.52	\$153.33	\$127.76	\$157.32	\$131.08	\$161.40	\$134.49	\$165.60	\$137.98	\$169.90	\$141.57
Policy/Legislative Specialist II	\$124.52	\$99.61	\$127.76	\$102.20	\$131.08	\$104.86	\$134.49	\$107.58	\$137.98	\$110.38	\$141.57	\$113.25
Policy/Legislative Specialist I	\$85.20	\$72.09	\$87.42	\$73.96	\$89.69	\$75.88	\$92.02	\$77.86	\$94.41	\$79.88	\$96.87	\$81.96
Researcher - V	\$199.23	\$166.47	\$204.41	\$170.80	\$209.72	\$175.24	\$215.18	\$179.80	\$220.77	\$184.47	\$226.51	\$189.27
Researcher - IV	\$178.26	\$150.73	\$182.89	\$154.65	\$187.65	\$158.67	\$192.53	\$162.80	\$197.53	\$167.03	\$202.67	\$171.37
Researcher - III	\$136.32	\$111.42	\$139.86	\$114.32	\$143.50	\$117.29	\$147.23	\$120.34	\$151.06	\$123.47	\$154.99	\$126.68
Researcher - II	\$87.82	\$73.39	\$90.10	\$75.30	\$92.44	\$77.26	\$94.85	\$79.26	\$97.32	\$81.33	\$99.85	\$83.44
Researcher - I	\$64.24	\$57.68	\$65.91	\$59.18	\$67.62	\$60.72	\$69.38	\$62.30	\$71.19	\$63.92	\$73.04	\$65.58
Subject Matter Expert V	\$467.93	\$467.93	\$480.10	\$480.10	\$492.58	\$492.58	\$505.39	\$505.39	\$518.53	\$518.53	\$532.01	\$532.01
Subject Matter Expert IV	\$428.62	\$428.62	\$439.76	\$439.76	\$451.19	\$451.19	\$462.93	\$462.93	\$474.97	\$474.97	\$487.31	\$487.31
Subject Matter Expert III	\$394.54	\$394.54	\$404.80	\$404.80	\$415.32	\$415.32	\$426.12	\$426.12	\$437.20	\$437.20	\$448.57	\$448.57
Subject Matter Expert II	\$335.55	\$335.55	\$344.27	\$344.27	\$353.22	\$353.22	\$362.41	\$362.41	\$371.83	\$371.83	\$381.50	\$381.50
Subject Matter Expert I	\$294.92	\$241.19	\$302.59	\$247.46	\$310.46	\$253.89	\$318.53	\$260.50	\$326.81	\$267.27	\$335.31	\$274.22
Visual Communications/Graphics Specialist - V	\$183.50	\$153.37	\$188.27	\$157.36	\$193.17	\$161.45	\$198.19	\$165.65	\$203.34	\$169.95	\$208.63	\$174.37
Visual Communications/Graphics Specialist - IV	\$170.40	\$142.87	\$174.83	\$146.58	\$179.38	\$150.39	\$184.04	\$154.31	\$188.82	\$158.32	\$193.73	\$162.43
Visual Communications/Graphics Specialist - III	\$132.38	\$107.48	\$135.82	\$110.27	\$139.35	\$113.14	\$142.98	\$116.08	\$146.69	\$119.10	\$150.51	\$122.20
Visual Communications/ Graphics Specialist - II	\$111.42	\$89.12	\$114.32	\$91.44	\$117.29	\$93.82	\$120.34	\$96.25	\$123.47	\$98.76	\$126.68	\$101.32
Visual Communications/Graphics Specialist - I	\$72.09	\$62.90	\$73.96	\$64.54	\$75.88	\$66.22	\$77.86	\$67.93	\$79.88	\$69.70	\$81.96	\$71.51
Administrative III	\$108.78	\$87.82	\$111.61	\$90.10	\$114.51	\$92.44	\$117.49	\$94.85	\$120.54	\$97.32	\$123.68	\$99.85
Administrative II	\$83.89	\$72.09	\$86.07	\$73.96	\$88.31	\$75.88	\$90.61	\$77.86	\$92.96	\$79.88	\$95.38	\$81.96
Administrative I	\$86.51	\$60.32	\$88.76	\$61.89	\$91.07	\$63.50	\$93.43	\$65.15	\$95.86	\$66.84	\$98.36	\$68.58
Financial Analyst III	\$174.35	\$146.81	\$178.88	\$150.63	\$183.53	\$154.55	\$188.31	\$158.56	\$193.20	\$162.68	\$198.23	\$166.91
Financial Analyst II	\$128.46	\$104.85	\$131.80	\$107.58	\$135.23	\$110.38	\$138.74	\$113.24	\$142.35	\$116.19	\$146.05	\$119.21
Financial Analyst I	\$90.44	\$74.72	\$92.79	\$76.66	\$95.20	\$78.65	\$97.68	\$80.70	\$100.22	\$82.80	\$102.82	\$84.95
Functional Expert Consultant, Level V	\$564.93	\$557.09	\$579.62	\$571.57	\$594.69	\$586.43	\$610.15	\$601.68	\$626.01	\$617.33	\$642.29	\$633.38
Functional Expert Consultant, Level IV	\$494.16	\$474.49	\$507.01	\$486.83	\$520.19	\$499.49	\$533.72	\$512.47	\$547.59	\$525.80	\$561.83	\$539.47
Functional Expert Consultant, Level III	\$380.13	\$343.42	\$390.01	\$352.35	\$400.15	\$361.51	\$410.56	\$370.91	\$421.23	\$380.55	\$432.18	\$390.45
Functional Expert Consultant, Level II	\$289.68	\$245.10	\$297.21	\$251.47	\$304.94	\$258.01	\$312.87	\$264.72	\$321.00	\$271.60	\$329.35	\$278.66
Functional Expert Consultant, Level I	\$180.89	\$152.05	\$185.59	\$156.00	\$190.42	\$160.06	\$195.37	\$164.22	\$200.45	\$168.49	\$205.66	\$172.87

# Appendix B

## FABS Labor Rates

Labor Category	10/1/2015 -2/6/2016		2/7/2016 -2/6/2017		2/7/2017 -2/6/2018		2/7/2018 -2/6/2019		2/7/2019 -2/6/2020		2/7/2020 -9/30/2020	
	BAH SITE	GOV SITE	BAH SITE	GOV SITE	BAH SITE	GOV SITE	BAH SITE	GOV SITE	BAH SITE	GOV SITE	BAH SITE	GOV SITE
Program Manager	\$241.62	\$215.29	\$248.87	\$221.75	\$256.33	\$228.40	\$264.02	\$235.25	\$271.95	\$242.31	\$280.10	\$249.58
Junior Program Manager	\$164.90	\$138.56	\$169.85	\$142.72	\$174.94	\$147.00	\$180.19	\$151.41	\$185.60	\$155.95	\$191.16	\$160.63
Project Manager	\$190.11	\$162.61	\$195.81	\$167.49	\$201.69	\$172.51	\$207.74	\$177.69	\$213.97	\$183.02	\$220.39	\$188.51
Financial Manager	\$224.45	\$196.97	\$231.18	\$202.88	\$238.12	\$208.97	\$245.26	\$215.23	\$252.62	\$221.69	\$260.20	\$228.34
Subject Matter Expert, Level III	\$239.34	\$213.00	\$246.52	\$219.39	\$253.92	\$225.97	\$261.53	\$232.75	\$269.38	\$239.73	\$277.46	\$246.93
Subject Matter Expert, Level II	\$217.58	\$190.11	\$224.11	\$195.81	\$230.83	\$201.69	\$237.76	\$207.74	\$244.89	\$213.97	\$252.23	\$220.39
Subject Matter Expert, Level I	\$169.48	\$143.15	\$174.56	\$147.44	\$179.80	\$151.87	\$185.20	\$156.42	\$190.75	\$161.12	\$196.47	\$165.95
Senior Financial Analyst	\$158.03	\$131.69	\$162.77	\$135.64	\$167.65	\$139.71	\$172.68	\$143.90	\$177.86	\$148.22	\$183.20	\$152.66
Financial Analyst	\$112.23	\$97.34	\$115.60	\$100.26	\$119.06	\$103.27	\$122.64	\$106.37	\$126.32	\$109.56	\$130.11	\$112.84
Junior Financial Analyst	\$90.46	\$77.88	\$93.17	\$80.22	\$95.97	\$82.62	\$98.85	\$85.10	\$101.81	\$87.65	\$104.87	\$90.28
Senior Financial Systems Analyst	\$164.90	\$138.56	\$169.85	\$142.72	\$174.94	\$147.00	\$180.19	\$151.41	\$185.60	\$155.95	\$191.16	\$160.63
Financial Systems Analyst	\$117.95	\$100.79	\$121.49	\$103.81	\$125.13	\$106.93	\$128.89	\$110.14	\$132.75	\$113.44	\$136.74	\$116.84
Junior Financial Systems Analyst	\$97.34	\$85.89	\$100.26	\$88.47	\$103.27	\$91.12	\$106.37	\$93.85	\$109.56	\$96.67	\$112.84	\$99.57
Senior Cost Analyst	\$159.17	\$132.84	\$163.95	\$136.83	\$168.86	\$140.93	\$173.93	\$145.16	\$179.15	\$149.51	\$184.52	\$154.00
Cost Analyst	\$122.52	\$105.36	\$126.20	\$108.52	\$129.98	\$111.78	\$133.88	\$115.13	\$137.90	\$118.58	\$142.03	\$122.14
Junior Cost Analyst	\$105.36	\$92.76	\$108.52	\$95.54	\$111.78	\$98.41	\$115.13	\$101.36	\$118.58	\$104.40	\$122.14	\$107.53
Senior Accounting Analyst	\$158.03	\$131.69	\$162.77	\$135.64	\$167.65	\$139.71	\$172.68	\$143.90	\$177.86	\$148.22	\$183.20	\$152.66
Accounting Analyst	\$120.23	\$103.07	\$123.84	\$106.16	\$127.55	\$109.35	\$131.38	\$112.63	\$135.32	\$116.01	\$139.38	\$119.49
Junior Accounting Analyst	\$103.07	\$91.62	\$106.16	\$94.37	\$109.35	\$97.20	\$112.63	\$100.12	\$116.01	\$103.12	\$119.49	\$106.21
Senior Procurement Specialist	\$158.03	\$131.69	\$162.77	\$135.64	\$167.65	\$139.71	\$172.68	\$143.90	\$177.86	\$148.22	\$183.20	\$152.66
Procurement Specialist	\$113.37	\$98.50	\$116.77	\$101.46	\$120.27	\$104.50	\$123.88	\$107.63	\$127.60	\$110.86	\$131.43	\$114.19
Junior Procurement Analyst	\$83.61	\$69.86	\$86.12	\$71.96	\$88.70	\$74.11	\$91.36	\$76.34	\$94.10	\$78.63	\$96.93	\$80.99
Senior Training Specialist	\$150.01	\$120.23	\$154.51	\$123.84	\$159.15	\$127.55	\$163.92	\$131.38	\$168.84	\$135.32	\$173.90	\$139.38
Training Specialist	\$107.66	\$85.89	\$110.89	\$88.47	\$114.22	\$91.12	\$117.64	\$93.85	\$121.17	\$96.67	\$124.81	\$99.57
Document Specialist	\$60.71	\$49.23	\$62.53	\$50.71	\$64.41	\$52.23	\$66.34	\$53.79	\$68.33	\$55.41	\$70.38	\$57.07
Technical Writer	\$60.71	\$49.23	\$62.53	\$50.71	\$64.41	\$52.23	\$66.34	\$53.79	\$68.33	\$55.41	\$70.38	\$57.07
Information Technology Researcher	\$59.55	\$48.10	\$61.34	\$49.54	\$63.18	\$51.03	\$65.07	\$52.56	\$67.02	\$54.14	\$69.03	\$55.76
Entry Level Analyst	\$77.88	\$65.28	\$80.22	\$67.24	\$82.62	\$69.26	\$85.10	\$71.33	\$87.65	\$73.47	\$90.28	\$75.68
Research Specialist	\$60.71	\$49.23	\$62.53	\$50.71	\$64.41	\$52.23	\$66.34	\$53.79	\$68.33	\$55.41	\$70.38	\$57.07

## Appendix C

### PES Labor Rates

Labor Category	10/1/2015-9/30/2016		10/1/2016-9/30/2017		10/1/2017-9/30/2018		10/1/2018-9/30/2019		10/1/2019-9/30/2020	
	BAH SITE	GOV SITE								
Lead Program Manager	\$227.63	\$197.12								
Senior Program Manager	\$202.98	\$172.47								
Program Manager	\$146.67	\$119.68								
Senior Project Manager	\$177.16	\$146.67								
Project Manager	\$139.63	\$112.63								
Junior Project Manager	\$100.90	\$84.48								
Lead Requirements Engineer	\$199.47	\$167.78								
Senior Requirements Engineer	\$184.21	\$153.69								
Requirements Engineer	\$146.67	\$119.68								
Junior Requirements Engineer	\$85.65	\$72.75								
Lead Design Engineer	\$187.74	\$167.78								
Senior Design Engineer	\$176.00	\$151.37								
Design Engineer	\$144.31	\$122.02								
Junior Design Engineer	\$87.99	\$75.10								
Lead Test Engineer	\$164.27	\$113.82								
Senior Test Engineer	\$132.59	\$103.25								
Test Engineer	\$98.57	\$80.96								
Junior Test Engineer	\$76.27	\$64.53								
Lead Logistics Engineer	\$164.27	\$113.82								
Senior Logistics Engineer	\$122.02	\$99.74								
Logistics Engineer	\$90.34	\$75.10								
Junior Logistics Engineer	\$71.57	\$62.18								
Lead Engineer	\$248.75	\$235.83								
Senior Engineer	\$207.68	\$181.85								
Engineer	\$160.75	\$129.06								
Junior Engineer	\$99.74	\$79.79								
Lead Scientist	\$263.99	\$210.03								
Senior Scientist	\$207.68	\$159.57								
Scientist	\$167.78	\$127.91								
Lead Operations/Research Analyst	\$154.89	\$126.72								
Senior Operations/Research Analyst	\$134.93	\$107.95								
Operations/Research Analyst	\$91.52	\$78.61								
Junior Operations/Research Analyst	\$78.61	\$66.89								

Pending Final Option Negotiations

Labor Category	10/1/2015-9/30/2016		10/1/2016-9/30/2017		10/1/2017-9/30/2018		10/1/2018-9/30/2019		10/1/2019-9/30/2020	
	BAH SITE	GOV SITE								
Lead Management Analyst	\$165.43	\$133.76								
Senior Management Analyst	\$147.84	\$116.16								
Management Analyst	\$117.33	\$92.69								
Junior Management Analyst	\$75.03	\$63.12								
Senior Financial Analyst	\$143.16	\$113.82								
Financial Analyst	\$98.57	\$78.61								
Junior Financial Analyst	\$82.13	\$66.89								
Senior Trainer	\$126.72	\$100.90								
Trainer	\$96.22	\$78.61								
Junior Trainer	\$75.03	\$64.32								
Senior Support Specialist	\$72.75	\$63.37								
Support Specialist	\$65.50	\$58.35								
Administrative Specialist	\$60.74	\$50.03								
Senior Project Control Specialist	\$83.30	\$70.41								
Project Control Specialist	\$58.35	\$53.59								
Junior Project Control Specialist	\$48.83	\$47.64								
Lead Information Specialist	\$146.67	\$106.77								
Senior Information Specialist	\$117.33	\$95.05								
Information Specialist	\$85.65	\$70.41								
Junior Information Specialist	\$68.05	\$59.83								
Lead Mission Analyst	\$226.44	\$184.21								
Senior Mission Analyst	\$205.33	\$168.97								
Mission Analyst	\$180.70	\$147.84								
Junior Mission Analyst	\$151.37	\$126.72								
Functional Expert Consultant Level I	\$166.61	\$166.61								
Functional Expert Consultant Level II	\$253.44	\$253.44								
Functional Expert Consultant Level III	\$344.97	\$344.97								
Functional Expert Consultant Level IV	\$441.17	\$441.17								
Functional Expert Consultant Level V	\$504.52	\$504.52								
Lead Homeland Security Expert	\$283.95	\$241.70								
Homeland Security Expert	\$219.42	\$171.31								
Sr. Homeland Security Specialist	\$174.82	\$137.29								
Homeland Security Specialist	\$137.29	\$110.29								
Jr. Homeland Security Specialist	\$97.38	\$80.96								

Pending Final Option Negotiations

## Appendix D

### MOBIS Labor Rates SINS C874-1, C874-6, C874-7

Labor Category	10/1/2015-9/30/2016	10/1/2016-9/30/2017	10/1/2017-9/30/2018	10/1/2018-9/30/2019	10/1/2019-9/30/2020
Consultant	\$82.29	\$84.43	\$86.62	\$88.88	\$91.19
Support Staff	\$70.57	\$72.40	\$74.29	\$76.22	\$78.20
Analyst	\$106.18	\$108.94	\$111.77	\$114.68	\$117.66
Analyst 1	\$142.88	\$146.59	\$150.41	\$154.32	\$158.33
Analyst 2	\$196.13	\$201.23	\$206.46	\$211.83	\$217.34
Functional Specialist	\$187.45	\$192.32	\$197.32	\$202.45	\$207.72
Functional Specialist 1	\$239.87	\$246.11	\$252.51	\$259.07	\$265.81
Functional Specialist 2	\$339.54	\$348.37	\$357.43	\$366.72	\$376.25
Management Consultant	\$106.18	\$108.94	\$111.77	\$114.68	\$117.66
Management Consultant 1	\$174.35	\$178.88	\$183.53	\$188.31	\$193.20
Management Consultant 2	\$225.47	\$231.33	\$237.35	\$243.52	\$249.85
Program Director / Senior Advisor	\$408.99	\$419.62	\$430.53	\$441.73	\$453.21
Functional / Subject Matter Expert	\$440.37	\$451.82	\$463.57	\$475.62	\$487.99
Program Manager	\$321.78	\$330.15	\$338.73	\$347.54	\$356.57
Project Manager	\$285.67	\$293.10	\$300.72	\$308.54	\$316.56
Senior Task Lead	\$277.89	\$285.12	\$292.53	\$300.13	\$307.94
Task Lead	\$205.80	\$211.15	\$216.64	\$222.27	\$228.05
Business Analyst 1	\$64.28	\$65.95	\$67.67	\$69.43	\$71.23
Business Analyst 2	\$90.86	\$93.22	\$95.65	\$98.13	\$100.68
Business Analyst 3	\$117.47	\$120.52	\$123.66	\$126.87	\$130.17
Business Analyst 4	\$149.59	\$153.48	\$157.47	\$161.56	\$165.76
Business Analyst 5	\$178.73	\$183.38	\$188.14	\$193.04	\$198.06
Process Improvement Analyst 1	\$76.46	\$78.45	\$80.49	\$82.58	\$84.73
Process Improvement Analyst 2	\$100.85	\$103.47	\$106.16	\$108.92	\$111.75
Process Improvement Analyst 3	\$127.44	\$130.75	\$134.15	\$137.64	\$141.22
Process Improvement Analyst 4	\$159.56	\$163.71	\$167.96	\$172.33	\$176.81
Process Improvement Analyst 5	\$192.26	\$197.26	\$202.39	\$207.65	\$213.05
Analyst Junior	\$58.73	\$60.26	\$61.82	\$63.43	\$65.08

**MOBIS Labor Rates**  
**SINS C874-1**

Labor Category	10/1/2015-9/30/2016	10/1/2016-9/30/2017	10/1/2017-9/30/2018	10/1/2018-9/30/2019	10/1/2019-9/30/2020
Executive/Strategy Officer	\$1,074.55	\$1,102.49	\$1,131.15	\$1,160.56	\$1,190.74
Executive/Strategy Principal	\$842.39	\$864.29	\$886.76	\$909.82	\$933.47
Executive/Strategy Sr. Associate	\$656.68	\$673.75	\$691.27	\$709.24	\$727.68
Executive/Strategy Associate	\$464.32	\$476.39	\$488.78	\$501.49	\$514.53

**MOBIS Labor Rates**  
**SINS C874-4**

Labor Category	10/1/2015-9/30/2016		10/1/2016-9/30/2017		10/1/2017-9/30/2018		10/1/2018-9/30/2019		10/1/2019-9/30/2020	
	BAH SITE	GOV SITE								
Senior Program Manager	\$273.23	\$204.00	\$280.34	\$209.31	\$287.62	\$214.75	\$295.10	\$220.33	\$302.77	\$226.06
Junior Program Manager	\$232.43	\$174.32	\$238.47	\$178.85	\$244.67	\$183.50	\$251.03	\$188.27	\$257.56	\$193.17
Instructional Systems Designer - III	\$189.15	\$147.11	\$194.07	\$150.94	\$199.11	\$154.86	\$204.29	\$158.89	\$209.60	\$163.02
Instructional Systems Designer - II	\$139.70	\$107.56	\$143.34	\$110.36	\$147.06	\$113.23	\$150.88	\$116.17	\$154.81	\$119.19
Instructional Systems Designer - I	\$108.79	\$90.25	\$111.62	\$92.60	\$114.52	\$95.00	\$117.50	\$97.47	\$120.55	\$100.01
Programmer/Multimedia Developer - III	\$189.15	\$147.11	\$194.07	\$150.94	\$199.11	\$154.86	\$204.29	\$158.89	\$209.60	\$163.02
Programmer/Multimedia Developer - II	\$139.70	\$107.56	\$143.34	\$110.36	\$147.06	\$113.23	\$150.88	\$116.17	\$154.81	\$119.19
Programmer/Multimedia Developer - I	\$108.79	\$90.25	\$111.62	\$92.60	\$114.52	\$95.00	\$117.50	\$97.47	\$120.55	\$100.01
Graphics Artist - III	\$163.20	\$126.11	\$167.45	\$129.39	\$171.80	\$132.75	\$176.26	\$136.20	\$180.85	\$139.75
Graphics Artist - II	\$131.05	\$101.38	\$134.46	\$104.02	\$137.95	\$106.72	\$141.54	\$109.50	\$145.22	\$112.34
Graphics Artist - I	\$108.79	\$90.25	\$111.62	\$92.60	\$114.52	\$95.00	\$117.50	\$97.47	\$120.55	\$100.01
Quality Assurance Specialist - III	\$178.03	\$138.48	\$182.66	\$142.08	\$187.41	\$145.77	\$192.28	\$149.56	\$197.28	\$153.45
Quality Assurance Specialist - II	\$131.05	\$101.38	\$134.46	\$104.02	\$137.95	\$106.72	\$141.54	\$109.50	\$145.22	\$112.34
Quality Assurance Specialist - I	\$95.21	\$80.36	\$97.68	\$82.44	\$100.23	\$84.59	\$102.83	\$86.79	\$105.50	\$89.05
Content Subject Matter Expert/Instructor - III	\$258.39	\$191.63	\$265.10	\$196.61	\$272.00	\$201.72	\$279.07	\$206.97	\$286.33	\$212.35
Content Subject Matter Expert/Instructor - II	\$189.15	\$147.11	\$194.07	\$150.94	\$199.11	\$154.86	\$204.29	\$158.89	\$209.60	\$163.02
Content Subject Matter Expert/Instructor - I	\$142.18	\$110.03	\$145.88	\$112.89	\$149.67	\$115.83	\$153.56	\$118.84	\$157.55	\$121.93
Training Software Architect - III	\$242.32	\$181.75	\$248.62	\$186.47	\$255.08	\$191.32	\$261.72	\$196.30	\$268.52	\$201.40
Training Software Architect - II	\$182.97	\$142.18	\$187.73	\$145.88	\$192.61	\$149.67	\$197.62	\$153.56	\$202.75	\$157.55
Training Software Architect - I	\$128.57	\$101.38	\$131.92	\$104.02	\$135.34	\$106.72	\$138.86	\$109.50	\$142.47	\$112.34
Training Data Engineer - III	\$192.87	\$149.59	\$197.88	\$153.48	\$203.03	\$157.47	\$208.31	\$161.56	\$213.72	\$165.76
Training Data Engineer - II	\$137.24	\$106.32	\$140.80	\$109.09	\$144.47	\$111.92	\$148.23	\$114.83	\$152.08	\$117.82
Training Data Engineer - I	\$101.38	\$85.30	\$104.01	\$87.51	\$106.72	\$89.79	\$109.50	\$92.13	\$112.34	\$94.52
Administrative/Clerical	\$93.97	\$69.23	\$96.41	\$71.03	\$98.92	\$72.88	\$101.49	\$74.77	\$104.13	\$76.72

# Appendix E

## LOGWORLD Labor Rates

Labor Category	10/1/2015 -7/25/2016		7/26/2016 -7/25/2017		7/26/2017 -7/25/2018		7/26/2018 -7/25/2019		7/26/2019 -7/25/2020		7/26/2020 -9/30/2020	
	BAH SITE	GOV SITE										
Executive Manager	\$439.43	\$415.15	\$452.61	\$427.60	\$466.19	\$440.43	\$480.18	\$453.65	\$494.58	\$467.25	\$509.42	\$481.27
Program Manager	\$365.42	\$336.52	\$376.38	\$346.62	\$387.67	\$357.01	\$399.30	\$367.72	\$411.28	\$378.76	\$423.62	\$390.12
Project Manager	\$265.97	\$209.32	\$273.95	\$215.60	\$282.17	\$222.07	\$290.63	\$228.73	\$299.35	\$235.59	\$308.33	\$242.66
Task Manager, Level I	\$183.94	\$183.94	\$189.46	\$189.46	\$195.14	\$195.14	\$201.00	\$201.00	\$207.03	\$207.03	\$213.24	\$213.24
Task Manager	\$239.36	\$174.62	\$246.54	\$179.86	\$253.94	\$185.25	\$261.56	\$190.81	\$269.40	\$196.54	\$277.48	\$202.43
Project Lead, Level I	\$155.68	\$155.68	\$160.35	\$160.35	\$165.16	\$165.16	\$170.12	\$170.12	\$175.22	\$175.22	\$180.48	\$180.48
Project Lead	\$137.11	\$110.37	\$141.22	\$113.68	\$145.46	\$117.09	\$149.82	\$120.60	\$154.32	\$124.22	\$158.95	\$127.95
Program Specialist	\$84.99	\$68.73	\$87.54	\$70.79	\$90.17	\$72.92	\$92.87	\$75.10	\$95.66	\$77.36	\$98.53	\$79.68
Risk Manager, Level II	\$156.40	\$127.51	\$161.09	\$131.34	\$165.92	\$135.28	\$170.90	\$139.33	\$176.03	\$143.51	\$181.31	\$147.82
Risk Manager, Level I	\$139.92	\$115.90	\$144.12	\$119.38	\$148.44	\$122.96	\$152.89	\$126.65	\$157.48	\$130.45	\$162.21	\$134.36
Quality Assurance Manager	\$181.25	\$143.07	\$186.69	\$147.36	\$192.29	\$151.78	\$198.06	\$156.34	\$204.00	\$161.03	\$210.12	\$165.86
Design Configuration Manager	\$120.50	\$100.54	\$124.12	\$103.56	\$127.84	\$106.66	\$131.67	\$109.86	\$135.62	\$113.16	\$139.69	\$116.55
Senior Logistics SME	\$279.84	\$226.65	\$288.24	\$233.45	\$296.88	\$240.45	\$305.79	\$247.67	\$314.96	\$255.10	\$324.41	\$262.75
Junior Logistics SME	\$213.93	\$158.42	\$220.35	\$163.17	\$226.96	\$168.07	\$233.77	\$173.11	\$240.78	\$178.30	\$248.00	\$183.65
Logistics SME	\$181.26	\$142.74	\$186.70	\$147.02	\$192.30	\$151.43	\$198.07	\$155.98	\$204.01	\$160.66	\$210.13	\$165.47
Logistics Specialist, Level III	\$204.93	\$161.48	\$211.08	\$166.32	\$217.41	\$171.31	\$223.93	\$176.45	\$230.65	\$181.75	\$237.57	\$187.20
Logistics Specialist, Level II	\$168.84	\$139.93	\$173.91	\$144.13	\$179.12	\$148.45	\$184.50	\$152.91	\$190.03	\$157.49	\$195.73	\$162.22
ILS Specialist	\$159.21	\$126.44	\$163.99	\$130.23	\$168.91	\$134.14	\$173.97	\$138.16	\$179.19	\$142.31	\$184.57	\$146.58
Logistics Specialist, Level I	\$128.36	\$105.22	\$132.21	\$108.38	\$136.18	\$111.63	\$140.26	\$114.98	\$144.47	\$118.43	\$148.80	\$121.98
Logistician	\$71.13	\$71.13	\$73.26	\$73.26	\$75.46	\$75.46	\$77.73	\$77.73	\$80.06	\$80.06	\$82.46	\$82.46
Technical Writer, Level II	\$112.37	\$90.86	\$115.74	\$93.59	\$119.21	\$96.39	\$122.79	\$99.29	\$126.47	\$102.26	\$130.27	\$105.33
Technical Writer, Level I	\$99.29	\$77.51	\$102.27	\$79.84	\$105.34	\$82.23	\$108.50	\$84.70	\$111.75	\$87.24	\$115.10	\$89.86
Technical Writer	\$61.76	\$61.76	\$63.61	\$63.61	\$65.52	\$65.52	\$67.49	\$67.49	\$69.51	\$69.51	\$71.60	\$71.60
Senior Acquisition SME	\$245.15	\$209.32	\$252.50	\$215.60	\$260.08	\$222.07	\$267.88	\$228.73	\$275.92	\$235.59	\$284.20	\$242.66
Junior Acquisition SME	\$180.39	\$154.95	\$185.80	\$159.60	\$191.38	\$164.39	\$197.12	\$169.32	\$203.03	\$174.40	\$209.12	\$179.63
Acquisition Specialist, Level II	\$172.30	\$142.24	\$177.47	\$146.51	\$182.79	\$150.90	\$188.28	\$155.43	\$193.93	\$160.09	\$199.74	\$164.90
Acquisition Specialist, Level I	\$137.62	\$113.32	\$141.75	\$116.72	\$146.00	\$120.22	\$150.38	\$123.83	\$154.89	\$127.54	\$159.54	\$131.37
Acquisition Support Specialist, Level III	\$84.57	\$84.57	\$87.11	\$87.11	\$89.72	\$89.72	\$92.41	\$92.41	\$95.18	\$95.18	\$98.04	\$98.04
Acquisition Support Specialist, Level II	\$89.24	\$70.22	\$91.92	\$72.33	\$94.67	\$74.50	\$97.51	\$76.73	\$100.44	\$79.03	\$103.45	\$81.40
Acquisition Support Specialist, Level I	\$65.54	\$54.54	\$67.51	\$56.18	\$69.53	\$57.86	\$71.62	\$59.60	\$73.77	\$61.39	\$75.98	\$63.23
Logistics Engineer, Level III	\$221.26	\$173.54	\$227.90	\$178.75	\$234.73	\$184.11	\$241.78	\$189.63	\$249.03	\$195.32	\$256.50	\$201.18
Logistics Engineer, Level II	\$142.67	\$142.67	\$146.95	\$146.95	\$151.36	\$151.36	\$155.90	\$155.90	\$160.58	\$160.58	\$165.39	\$165.39
Logistics Engineer, Level I	\$111.57	\$94.34	\$114.92	\$97.17	\$118.36	\$100.09	\$121.92	\$103.09	\$125.57	\$106.18	\$129.34	\$109.37
Logistics Engineer	\$104.60	\$88.36	\$107.74	\$91.01	\$110.97	\$93.74	\$114.30	\$96.55	\$117.73	\$99.45	\$121.26	\$102.43
Senior Transportation SME	\$503.03	\$501.88	\$518.12	\$516.94	\$533.66	\$532.44	\$549.67	\$548.42	\$566.16	\$564.87	\$583.15	\$581.82
Junior Transportation SME	\$309.92	\$308.76	\$319.22	\$318.02	\$328.79	\$327.56	\$338.66	\$337.39	\$348.82	\$347.51	\$359.28	\$357.94

Labor Category	10/1/2015 -7/25/2016		7/26/2016 -7/25/2017		7/26/2017 -7/25/2018		7/26/2018 -7/25/2019		7/26/2019 -7/25/2020		7/26/2020 -9/30/2020	
	BAH SITE	GOV SITE										
Transportation Specialist, Level II	\$222.04	\$220.88	\$228.70	\$227.51	\$235.56	\$234.33	\$242.63	\$241.36	\$249.91	\$248.60	\$257.41	\$256.06
Transportation Specialist, Level I	\$198.89	\$198.89	\$204.86	\$204.86	\$211.00	\$211.00	\$217.33	\$217.33	\$223.85	\$223.85	\$230.57	\$230.57
Deployment Operations Specialist	\$186.68	\$156.66	\$192.28	\$161.36	\$198.05	\$166.20	\$203.99	\$171.19	\$210.11	\$176.32	\$216.41	\$181.61
Senior Package, Handling, Storage SME	\$306.45	\$261.35	\$315.64	\$269.19	\$325.11	\$277.27	\$334.87	\$285.58	\$344.91	\$294.15	\$355.26	\$302.98
Junior Package, Handling, Storage SME	\$239.37	\$174.62	\$246.55	\$179.86	\$253.95	\$185.25	\$261.57	\$190.81	\$269.41	\$196.54	\$277.50	\$202.43
Package, Handling, Storage Specialist, Level II	\$149.19	\$122.59	\$153.67	\$126.27	\$158.28	\$130.06	\$163.02	\$133.96	\$167.91	\$137.98	\$172.95	\$142.12
Package, Handling, Storage Specialist, Level I	\$119.10	\$97.14	\$122.67	\$100.05	\$126.35	\$103.06	\$130.14	\$106.15	\$134.05	\$109.33	\$138.07	\$112.61
Logistics Documentation Specialist	\$119.11	\$97.14	\$122.68	\$100.05	\$126.36	\$103.06	\$130.15	\$106.15	\$134.06	\$109.33	\$138.08	\$112.61
Transportation/Packaging Specialist, Level II	\$61.40	\$53.81	\$63.24	\$55.42	\$65.14	\$57.09	\$67.09	\$58.80	\$69.11	\$60.56	\$71.18	\$62.38
Transportation/Packaging Specialist, Level I	\$56.49	\$46.98	\$58.18	\$48.39	\$59.93	\$49.84	\$61.73	\$51.34	\$63.58	\$52.88	\$65.49	\$54.46
Supply and Parts Management Specialist, Level IV	\$74.28	\$74.28	\$76.51	\$76.51	\$78.80	\$78.80	\$81.17	\$81.17	\$83.60	\$83.60	\$86.11	\$86.11
Supply and Parts Management Specialist, Level III	\$53.84	\$45.82	\$55.46	\$47.19	\$57.12	\$48.61	\$58.83	\$50.07	\$60.60	\$51.57	\$62.42	\$53.12
Supply and Parts Management Specialist, Level II	\$48.70	\$42.35	\$50.16	\$43.62	\$51.67	\$44.93	\$53.22	\$46.28	\$54.81	\$47.67	\$56.46	\$49.10
Supply and Parts Management Specialist, Level I	\$43.80	\$38.09	\$45.11	\$39.23	\$46.47	\$40.41	\$47.86	\$41.62	\$49.30	\$42.87	\$50.78	\$44.16
Supply and Parts Management Specialist	\$38.90	\$33.08	\$40.07	\$34.07	\$41.27	\$35.09	\$42.51	\$36.15	\$43.78	\$37.23	\$45.10	\$38.35
Property Management Specialist, Level IV	\$104.60	\$87.83	\$107.74	\$90.46	\$110.97	\$93.18	\$114.30	\$95.97	\$117.73	\$98.85	\$121.26	\$101.82
Property Management Specialist, Level III	\$96.38	\$78.40	\$99.27	\$80.75	\$102.25	\$83.17	\$105.32	\$85.67	\$108.48	\$88.24	\$111.73	\$90.89
Property Management Specialist, Level II	\$84.68	\$65.01	\$87.22	\$66.96	\$89.84	\$68.97	\$92.53	\$71.04	\$95.31	\$73.17	\$98.17	\$75.36
Property Management Specialist, Level I	\$69.15	\$57.24	\$71.22	\$58.96	\$73.36	\$60.73	\$75.56	\$62.55	\$77.83	\$64.42	\$80.16	\$66.36
Senior Logistics Strategist	\$571.26	\$570.11	\$588.40	\$587.21	\$606.05	\$604.83	\$624.23	\$622.97	\$642.96	\$641.66	\$662.25	\$660.91
Junior Logistics Strategist	\$343.44	\$342.30	\$353.74	\$352.57	\$364.36	\$363.15	\$375.29	\$374.04	\$386.54	\$385.26	\$398.14	\$396.82
Senior Process Transformation Specialist	\$306.45	\$261.35	\$315.64	\$269.19	\$325.11	\$277.27	\$334.87	\$285.58	\$344.91	\$294.15	\$355.26	\$302.98
Junior Process Transformation Specialist	\$239.37	\$174.61	\$246.55	\$179.85	\$253.95	\$185.24	\$261.57	\$190.80	\$269.41	\$196.53	\$277.50	\$202.42
Process Transformation Analyst, Level II	\$161.90	\$123.74	\$166.76	\$127.45	\$171.76	\$131.28	\$176.91	\$135.21	\$182.22	\$139.27	\$187.69	\$143.45
Process Transformation Analyst, Level I	\$119.11	\$93.67	\$122.68	\$96.48	\$126.36	\$99.37	\$130.15	\$102.36	\$134.06	\$105.43	\$138.08	\$108.59
Business Process Analyst	\$98.59	\$76.76	\$101.55	\$79.06	\$104.59	\$81.43	\$107.73	\$83.88	\$110.96	\$86.39	\$114.29	\$88.99
Training Design Specialist/Instructor, Level II	\$201.21	\$150.34	\$207.25	\$154.85	\$213.46	\$159.50	\$219.87	\$164.28	\$226.46	\$169.21	\$233.26	\$174.29
Training Design Specialist/Instructor, Level I	\$146.86	\$113.32	\$151.27	\$116.72	\$155.80	\$120.22	\$160.48	\$123.83	\$165.29	\$127.54	\$170.25	\$131.37
Instructor, Level II	\$102.94	\$85.92	\$106.03	\$88.50	\$109.21	\$91.15	\$112.49	\$93.89	\$115.86	\$96.70	\$119.34	\$99.60
<b>Instructor, Level I</b>	\$0.00	\$65.10	\$0.00	\$67.05	\$0.00	\$69.06	\$0.00	\$71.14	\$0.00	\$73.27	\$0.00	\$75.47
Information Technology Architect	\$326.10	\$267.12	\$335.88	\$275.13	\$345.96	\$283.39	\$356.34	\$291.89	\$367.03	\$300.65	\$378.04	\$309.67
Information Technology Engineer, Level II	\$279.84	\$222.04	\$288.24	\$228.70	\$296.88	\$235.56	\$305.79	\$242.63	\$314.96	\$249.91	\$324.41	\$257.41
Junior Information Technology Architect	\$232.64	\$185.97	\$239.62	\$191.55	\$246.81	\$197.30	\$254.21	\$203.21	\$261.84	\$209.31	\$269.69	\$215.59
Information Technology Engineer, Level I	\$195.44	\$153.80	\$201.30	\$158.41	\$207.34	\$163.17	\$213.56	\$168.06	\$219.97	\$173.10	\$226.57	\$178.30
Senior Information Technology Specialist	\$122.38	\$122.38	\$126.05	\$126.05	\$129.83	\$129.83	\$133.73	\$133.73	\$137.74	\$137.74	\$141.87	\$141.87
Information Technology Specialist	\$86.42	\$86.42	\$89.01	\$89.01	\$91.68	\$91.68	\$94.43	\$94.43	\$97.27	\$97.27	\$100.18	\$100.18
Web Application Developer	\$100.45	\$76.93	\$103.46	\$79.24	\$106.57	\$81.62	\$109.76	\$84.06	\$113.06	\$86.59	\$116.45	\$89.18
Financial Analyst, Level II	\$167.67	\$143.39	\$172.70	\$147.69	\$177.88	\$152.12	\$183.22	\$156.69	\$188.71	\$161.39	\$194.38	\$166.23

Labor Category	10/1/2015 -7/25/2016		7/26/2016 -7/25/2017		7/26/2017 -7/25/2018		7/26/2018 -7/25/2019		7/26/2019 -7/25/2020		7/26/2020 -9/30/2020	
	BAH SITE	GOV SITE										
Budget Analyst, Level III	\$139.24	\$113.55	\$143.42	\$116.96	\$147.72	\$120.47	\$152.15	\$124.08	\$156.72	\$127.80	\$161.42	\$131.64
Financial Analyst, Level I	\$113.32	\$98.29	\$116.72	\$101.24	\$120.22	\$104.28	\$123.83	\$107.40	\$127.54	\$110.63	\$131.37	\$113.95
Budget Analyst, Level II	\$86.41	\$66.98	\$89.00	\$68.99	\$91.67	\$71.06	\$94.42	\$73.19	\$97.26	\$75.39	\$100.17	\$77.65
Budget Analyst, Level I	\$54.77	\$45.56	\$56.41	\$46.93	\$58.11	\$48.33	\$59.85	\$49.78	\$61.64	\$51.28	\$63.49	\$52.82
Operations/Research Analyst	\$145.29	\$117.75	\$149.65	\$121.28	\$154.14	\$124.92	\$158.76	\$128.67	\$163.53	\$132.53	\$168.43	\$136.50
Senior Analyst	\$136.46	\$106.39	\$140.55	\$109.58	\$144.77	\$112.87	\$149.11	\$116.26	\$153.59	\$119.74	\$158.19	\$123.34
Junior Analyst	\$119.11	\$93.67	\$122.68	\$96.48	\$126.36	\$99.37	\$130.15	\$102.36	\$134.06	\$105.43	\$138.08	\$108.59
Management Analyst	\$66.84	\$56.22	\$68.85	\$57.91	\$70.91	\$59.64	\$73.04	\$61.43	\$75.23	\$63.28	\$77.49	\$65.17
Administrative Specialist	\$71.71	\$60.13	\$73.86	\$61.93	\$76.08	\$63.79	\$78.36	\$65.71	\$80.71	\$67.68	\$83.13	\$69.71
Graphics Specialist	\$58.28	\$54.01	\$60.03	\$55.63	\$61.83	\$57.30	\$63.68	\$59.02	\$65.59	\$60.79	\$67.56	\$62.61
Facility Planner, Level II	\$149.24	\$149.24	\$153.72	\$153.72	\$158.33	\$158.33	\$163.08	\$163.08	\$167.97	\$167.97	\$173.01	\$173.01
Facility Planner, Level I	\$98.64	\$81.00	\$101.60	\$83.43	\$104.65	\$85.93	\$107.79	\$88.51	\$111.02	\$91.17	\$114.35	\$93.90
Mechanic (General), Level IV	\$84.76	\$65.10	\$87.30	\$67.05	\$89.92	\$69.06	\$92.62	\$71.14	\$95.40	\$73.27	\$98.26	\$75.47
Mechanic (General), Level III	\$73.50	\$59.18	\$75.71	\$60.96	\$77.98	\$62.78	\$80.32	\$64.67	\$82.72	\$66.61	\$85.21	\$68.61
Mechanic (General), Level II	\$61.40	\$53.81	\$63.24	\$55.42	\$65.14	\$57.09	\$67.09	\$58.80	\$69.11	\$60.56	\$71.18	\$62.38
Mechanic (General), Level I	\$58.36	\$48.54	\$60.11	\$50.00	\$61.91	\$51.50	\$63.77	\$53.04	\$65.68	\$54.63	\$67.66	\$56.27

## Appendix F

### Environmental Labor Rates

Labor Category	4/26/2015 - 4/25/2016	4/26/2016 - 4/25/2017	4/26/2017 - 4/25/2018	4/26/2018 - 4/25/2019	4/26/2019 - 4/25/2020	4/26/2020 - 9/30/2020
Manager Level V	\$257.96	\$260.54	\$263.15	\$265.78	\$268.43	\$271.12
Manager Level IV	\$199.83	\$201.83	\$203.85	\$205.89	\$207.94	\$210.02
Manager Level III	\$156.24	\$157.80	\$159.38	\$160.97	\$162.58	\$164.21
Subject Matter Expert VI	\$331.14	\$334.45	\$337.79	\$341.17	\$344.59	\$348.03
Subject Matter Expert V	\$244.64	\$247.09	\$249.56	\$252.06	\$254.57	\$257.12
Subject Matter Expert IV	\$232.23	\$234.55	\$236.90	\$239.27	\$241.66	\$244.08
Subject Matter Expert III	\$192.45	\$194.37	\$196.31	\$198.27	\$200.26	\$202.27
Subject Matter Expert II	\$175.73	\$177.49	\$179.26	\$181.05	\$182.87	\$184.69
Analyst Level V	\$142.92	\$144.35	\$145.79	\$147.25	\$148.72	\$150.21
Analyst Level IV	\$117.48	\$118.65	\$119.84	\$121.04	\$122.25	\$123.47
Analyst Level III	\$98.10	\$99.08	\$100.07	\$101.07	\$102.08	\$103.10
Analyst Level II	\$77.51	\$78.29	\$79.07	\$79.86	\$80.66	\$81.46
Analyst Level I	\$62.97	\$63.60	\$64.24	\$64.88	\$65.53	\$66.18
Scientist Level V	\$205.89	\$207.95	\$210.03	\$212.13	\$214.25	\$216.39
Scientist Level IV	\$178.02	\$179.80	\$181.60	\$183.42	\$185.25	\$187.10
Scientist Level III	\$133.23	\$134.56	\$135.91	\$137.27	\$138.64	\$140.03
Scientist Level II	\$109.00	\$110.09	\$111.19	\$112.30	\$113.43	\$114.56
Scientist Level I	\$88.42	\$89.30	\$90.19	\$91.09	\$92.01	\$92.93
Env Specialist Level V	\$124.74	\$125.99	\$127.25	\$128.52	\$129.80	\$131.10
Env Specialist Level IV	\$102.95	\$103.98	\$105.02	\$106.07	\$107.13	\$108.20
Env Specialist Level III	\$82.36	\$83.18	\$84.01	\$84.85	\$85.70	\$86.56
Env Specialist Level II	\$69.03	\$69.72	\$70.42	\$71.12	\$71.83	\$72.55
Env Specialist Level I	\$52.08	\$52.60	\$53.13	\$53.66	\$54.19	\$54.74
Program/Planning Specialist	\$198.57	\$200.56	\$202.57	\$204.60	\$206.63	\$208.70
Program/Planning Specialist	\$165.39	\$167.04	\$168.71	\$170.40	\$172.11	\$173.83
Program/Planning Specialist	\$134.37	\$135.71	\$137.07	\$138.44	\$139.83	\$141.22
Program/Planning Specialist	\$96.29	\$97.25	\$98.22	\$99.20	\$100.20	\$101.20
Program/Planning Specialist	\$74.77	\$75.52	\$76.28	\$77.04	\$77.81	\$78.58
Info Specialist Level V	\$176.82	\$178.59	\$180.38	\$182.18	\$184.00	\$185.84
Info Specialist Level IV	\$138.07	\$139.45	\$140.84	\$142.25	\$143.68	\$145.11
Info Specialist Level III	\$113.85	\$114.99	\$116.14	\$117.30	\$118.47	\$119.66
Info Specialist Level II	\$84.78	\$85.63	\$86.49	\$87.35	\$88.22	\$89.10
Info Specialist Level I	\$56.91	\$57.48	\$58.05	\$58.63	\$59.22	\$59.81
Researcher Sr Level	\$55.71	\$56.27	\$56.83	\$57.40	\$57.97	\$58.55

<b>Labor Category</b>	<b>4/26/2015 - 4/25/2016</b>	<b>4/26/2016 - 4/25/2017</b>	<b>4/26/2017 - 4/25/2018</b>	<b>4/26/2018 - 4/25/2019</b>	<b>4/26/2019 - 4/25/2020</b>	<b>4/26/2020 - 9/30/2020</b>
Researcher Mid Level	\$48.44	\$48.92	\$49.41	\$49.90	\$50.41	\$50.91
Researcher Jr Level	\$39.97	\$40.37	\$40.77	\$41.18	\$41.59	\$42.01
Clerical Sr Level	\$78.72	\$79.51	\$80.31	\$81.11	\$81.92	\$82.74
Clerical Mid Level	\$59.35	\$59.94	\$60.54	\$61.15	\$61.76	\$62.38
Clerical Jr Level	\$52.08	\$52.60	\$53.13	\$53.66	\$54.19	\$54.74
Technician Sr Level	\$59.35	\$59.94	\$60.54	\$61.15	\$61.76	\$62.38
Technician Mid Level	\$43.60	\$44.04	\$44.48	\$44.92	\$45.37	\$45.82
Technician Jr Level	\$41.19	\$41.60	\$42.02	\$42.44	\$42.86	\$43.29

## Appendix G SCA Matrix

SCA MATRIX			
SINS	SCA Eligible Contract Labor Category	SCA Equivalent Code - Title	WD
C899-1, 3, 7	Clerical Jr Level	01111 – General Clerk I	05-2103
C899-1, 3, 7	Clerical Mid Level	01112 – General Clerk II	05-2103
C899-1, 3, 7	Researcher Jr Level	01051 – Data Entry Operator I	05-2103
C899-1, 3, 7	Researcher Mid Level	01052 – Data Entry Operator II	05-2103
C899-1, 3, 7	Technician Mid Level	30090 – Environmental Technician	05-2103
C899-1, 3, 7	Technician Jr Level	30090 – Environmental Technician	05-2103
C874-501, 3, 4, 5	Technical Writer, Level II	30642 - Technical Writer II	05-2103
C874-501, 3, 4, 5	Technical Writer, Level I	30641 - Technical Writer I	05-2103
C874-501, 3, 4, 5	Technical Writer	30460 - Technical Writer	05-2103
C874-501, 3, 4, 5	Supply and Parts Management Specialist, Level IV	01410 - Supply Technician	05-2103
C874-501, 3, 4, 5	Supply and Parts Management Specialist, Level III	01410 - Supply Technician	05-2103
C874-501, 3, 4, 5	Supply and Parts Management Specialist, Level II	01410 - Supply Technician	05-2103
C874-501, 3, 4, 5	Supply and Parts Management Specialist, Level I	01410 - Supply Technician	05-2103
C874-501, 3, 4, 5	Supply and Parts Management Specialist	01410 - Supply Technician	05-2103
C874-501, 3, 4, 5	Instructor, Level II	15060 - Educational Technologist	05-2103
C874-501, 3, 4, 5	Instructor, Level I	15060 - Educational Technologist	05-2103
C874-501, 3, 4, 5	Graphics Specialist	15080 - Graphic Artist	05-2103
C874-501, 3, 4, 5	Mechanic (General), Level IV	23530 - Machinery Maintenance Mechanic	05-2103
C874-501, 3, 4, 5	Mechanic (General), Level III	23530 - Machinery Maintenance Mechanic	05-2103
C874-501, 3, 4, 5	Mechanic (General), Level II	23530 - Machinery Maintenance Mechanic	05-2103
C874-501, 3, 4, 5	Mechanic (General), Level I	23530 23530 - Machinery Maintenance Mechanic	05-2103
C874-501, 3, 4, 5	Training Design Specialist, Instructor, Level I	15095 – Technical Instructor / Course Developpe	05-2103
C874-501, 3, 4, 5	Logistics Documentation Specialist	30463 30463 –Technical Writer III	05-2103
C874-501, 3, 4, 5	Administrative Support	01020 01020 – Administrative Assistant	05-2103
C874-1, 6, 7	Support Staff	01020 – Administrative Assistant	05-2104
C871-1, 2, 3, 4, 5, 6, 7	Administrative Specialist	01020 – Administrative Assistant	05-2104

\*\*\*Service Contract Act: The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the cited SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix. The prices offered are in line with the geographic scope of the contract (i.e. nationwide).

## **Appendix H**

### **Labor Categories**

#### **FABS Labor Category Descriptions**

Each FABS labor category is defined with regard to education, general experience, specialized experience requirements and duties. Training and certification requirements for a labor category are identified in the specialized experience description. The duties normally performed by a person assigned to a labor category position are defined.

Booz Allen recognized that successful performance depends on having the right skills and experience. These skills and experience, in turn, are acquired through the proper mix of education and professional experience. Increasingly, we find that the skills needed to support advanced technology efforts, and to meet today's problems and tomorrow's challenges, are not always supported by a traditional education and work experience combination.

#### **1. PROGRAM MANAGER**

**Education:** B.A. or B.S. degree in business or information technology related field. Master's Degree optional.

**Basic Experience:** Twelve years of accounting or financial experience, including 8 years of increasing responsibilities in assignment supervision and management.

**Specialized Experience:** Experience in Financial Management, Cost Estimating, Procurement Strategic Planning and Execution, or Business Management. Must be capable of leading projects that involve the successful management of multi-functional teams. Specialized experience includes project development, expertise in management and control of funds and resources, demonstrated capability in managing multiple tasks.

**Duties:** Performs day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs and coordinates the planning and production of all contract support activities. Demonstrates written and oral communication skills. Has authority and responsibility to identify and commit resources required to support effort. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities. Crafts and enforces quality control programs.

#### **2. JUNIOR PROGRAM MANAGER**

**Education:** B.A. or B.S. degree in business or information technology related field.

**Basic Experience:** Six years of accounting or financial experience, including 4 years of increasing responsibilities in assignment supervision and management.

**Specialized Experience:** Experience in Financial Management, Cost Estimating, Procurement Strategic Planning and Execution, or Business Management. Must be capable of leading projects that involve the successful management of multi-functional teams. Specialized experience includes project development, expertise in management and control of funds and resources, demonstrated capability in managing multiple tasks.

**Duties:** Performs day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs and coordinates the planning and production of all contract support activities. Demonstrates written and oral communication skills. Has authority and responsibility to identify and commit resources required to support effort. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities. Crafts and enforces quality control programs.

### 3. PROJECT MANAGER

**Education:** B.A. or B.S. degree.

**Basic Experience:** Ten years of accounting or financial experience, including 5 years of increasing responsibilities in assignment supervision and management.

**Specialized Experience:** Experience in the direct supervision of Cost Estimating, Procurement Strategic Planning and Execution, or Business Management.

**Duties:** Under the guidance of the Program Manager, is responsible for the overall management of the specific task order(s) and insuring that the technical/financial solutions and schedules in the specific delivery orders are implemented in a timely manner. Organizes, directs and coordinates the planning and production of all activities associated with assigned delivery order projects. Demonstrates competent writing and oral communication skills. Ensures quality products and services are delivered.

### 4. FINANCIAL MANAGER

**Education:** M.B.A. or M.P.A.

**Basic Experience:** Twelve years of financial management experience, including 7 years of increasing responsibilities including supervisory duties.

**Specialized Experience:** Experience in financial management with demonstrated ability to supervise or lead a team of financial management professionals. Possess a thorough knowledge of Federal financial and accounting systems requirements. Must demonstrate experience in working with multi-year/ no-year appropriations and differing appropriations (e.g., O&M and Procurement).

**Duties:** Serves as a leader ensuring that a group of financial management professionals are working in concert with automated complex business practices within the time frame specified by the customer and that all of the requirements are met. Must be able to assess products and procedures for compliance with government standards, accounting principles, and multi-tiered system application standards. Must be able to grasp interrelationships between financial management requirements and automated solutions, considering the current system environment and the potential integration of added systems concurrently or later. Prepares all milestone documentation and presentations for senior managers, colleagues, and subordinates. Can present material before oversight authority for the client and/or prepare Program Managers for briefings and presentations. Is thoroughly familiar with activity based costing, business case analysis and outsourcing requirements.

### 5. SUBJECT MATTER EXPERT, LEVEL III

**Education:** B.A. or B.S. degree. Masters Degree or specialized field certification, in SCEA, CGFM, CPA, CISA, or equivalent.

**Basic Experience:** Fifteen years of experience in the field of financial management, accounting, cost estimating, business process improvement, accounting systems, information technology applications, economics, or statistics.

**Specialized Experience:** Experience in new and related legacy technology directly related to financial systems.

**Duties:** Provides technical, managerial and administrative direction for problem definition, analysis, requirements development and implementation for complex to extremely complex financial systems or financial issues. Makes recommendations and advises on organization-wide system improvements, optimization or maintenance efforts in integrated financial management systems. Specifically: information systems architecture, business process improvement, networking, telecommunications, automation, communication protocols, risk management/electronic analysis, software, life cycle management, software development methodologies, modeling and simulation, and capable of providing complex statistical modeling and analysis.

## 6. SUBJECT MATTER EXPERT, LEVEL II

**Education:** B.A. or B.S. degree. Masters Degree or specialized field certification, in SCEA, CGFM, CPA, CISA, or equivalent.

**Basic Experience:** Twelve years of experience in the field of financial management, accounting, cost estimating, business process improvement, accounting systems, or information technology applications, economics, or statistics.

**Specialized Experience:** Experience in new and related legacy technology directly related to financial systems.

**Duties:** Defines the problems and analyzes and develops plans and requirements in the subject matter area for moderately complex to complex financial systems. Coordinates and manages the preparation of analysis, evaluations, and recommendations for proper implementation of programs and systems specifications in integrated financial management systems. Specifically: information systems architecture, networking, telecommunications, automation, communications protocols, risk management/electronic analysis, software, life-cycle management, software development methodologies, modeling and simulation, and capable of providing complex statistical modeling and analysis.

## 7. SUBJECT MATTER EXPERT, LEVEL I

**Education:** B.A. or B.S. degree. Masters Degree or specialized field certification, in SCEA, CGFM, CPA, CISA, or equivalent.

**Basic Experience:** Eight years of experience in the field of financial management, accounting, cost estimating, business process improvement, accounting systems, or information technology applications.

**Specialized Experience:** Experience in new and related legacy technology directly related to financial systems.

**Duties:** Develops requirements from a project's inception to its conclusion in the subject matter area for simple to moderately complex financial systems. Assists other senior consultants with analysis and evaluation and with

the preparation of recommendations for system improvements, optimization, development, and/or maintenance efforts in integrated financial management systems. Specifically: information systems architecture, networking, telecommunications, automation, communications protocols, risk management/electronic analysis, software, life-cycle management, software development methodologies, and modeling and simulation.

## 8. SENIOR FINANCIAL ANALYST

**Education:** B.A. or B.S. degree.

**Basic Experience:** Eight years of financial management experience, including at least 5 years of increasing responsibilities as a team leader or first level supervisor.

**Specialized Experience:** Experience in financial management with demonstrated ability to supervise or lead a team of financial analysts. Possess a thorough knowledge of Federal financial and accounting policies and systems requirements. Must demonstrate experience in working with multi-year/ no-year appropriations and differing appropriations (e.g., O&M and Procurement).

**Duties:** Serves as a leader ensuring that a group of analysts are working in concert to systematically integrate business, cost estimating and financial management processes to ensure the efficient stewardship of public funds. Must be able to formulate strategic financial plans, prepare cost estimates and correlate financing requirements into executable budgets. Must be able to assess products and or procedures for compliance with government standards, accounting principles, internal controls, and multi-tiered system application standards. Must be able to grasp interrelationships between financial management requirements and automated solutions, considering the current system environment and the potential integration of added systems. Manages completion of work within the time frame specified by the client, ensuring that all requirements are met. Prepares milestone status reports and presentations for colleagues, subordinates, and end user representatives. Is familiar with activity based costing, business case analysis and outsourcing requirements.

## 9. FINANCIAL ANALYST

**Education:** B.A. or B.S. degree.

**Basic Experience:** Five years of financial management experience.

**Specialized Experience:** Experience in Financial Management/ Accounting in a Federal Government environment with a demonstrated ability in areas such as Cost Estimating, Procurement Strategic Planning and Execution or Business Management. Possess a thorough knowledge of Federal financial and accounting policies and system requirements.

**Duties:** Serves as a member of group of analysts who are working in concert to systematically integrate business, cost estimating and financial management processes to ensure the efficient stewardship of public funds. Must be able to support the formulation of strategic financial plans, prepare cost estimates, and correlate financing requirements into executable budgets. Possesses thorough knowledge of the allocation, execution, and administration of approved budgets. Must be able to assess products and procedures for compliance with government standards, accounting principles, internal controls, and multi-tiered system application standards. Must be able to grasp interrelationships between financial management requirements and automated solutions, considering the current system environment and the potential integration of added systems concurrently or later. Ensure that tasks are completed in the time frame specified by the client and assists in the preparation of

milestone status reports and presentations for colleagues, subordinates, and end user representatives. Should be familiar with activity based costing, business case analysis and outsourcing requirements.

## 10. JUNIOR FINANCIAL ANALYST

**Education:** B.A. or B.S. degree.

**General Experience:** Up to two years of financial management experience.

**Specialized Experience:** Experience in Financial Management/Accounting in a Federal Government environment.

**Duties:** Serves as a junior member of group of analysts who are working in concert to systematically integrate business, cost estimating and financial management processes to ensure the efficient stewardship of public funds. Possesses an understanding of the budget allocation, execution, and administration process. Has the ability to monitor and track obligation and expenditure of funds, detect, reconcile and remedy fiscal discrepancies, and provide cost effective, insightful reporting to decision makers. Under supervision, must be able to assess products and procedures for compliance with government standards, accounting principles and multi-tiered system application standards. Cognizant of interrelationships between financial management requirements and automated solutions, considering the current system environment and the potential integration of added systems concurrently or later. May be familiar with activity based costing, business case analysis and outsourcing requirements.

## 11. SENIOR FINANCIAL SYSTEMS ANALYST

**Education:** B.A. or B.S. degree or related experience.

**Basic Experience:** Eight years of combined financial management and systems engineering experience.

**Specialized Experience:** Experience in Financial Management/Accounting for the Federal Government. Possess a thorough knowledge of Federal financial and accounting systems and current technological environments such as the Internet, Client/Server, and Object Oriented related systems.

**Duties:** Manages a team of analysts in optimizing and automating complex business practices given deadlines and milestones specified by the client. Directs the gathering of user requirements and translating them into workable automated solutions. In-depth knowledge of database architectures, object oriented design, and systems implementation. Capable of assessing products and procedures for compliance with government standards, accounting principles, internal controls, and multi-tiered system application standards. Must be able to lead all stages of a project's life cycle, including the creation and monitoring of schedules, requirements documentation, systems design and specifications, and project status reporting.

## 12. FINANCIAL SYSTEMS ANALYST

**Education:** B.A. or B.S. degree or related experience.

**Basic Experience:** Five years of combined financial management and systems engineering experience.

**Specialized Experience:** Experience in Financial Management/Accounting in a Federal Government

environment. Possess a thorough knowledge of Federal financial and accounting systems and understanding of current technological environments such as the Internet, Client/Server, and Object Oriented related systems.

**Duties:** Leads small teams of analysts in optimizing and automating complex business practices given deadlines and milestones specified by the client. Capable of gathering user requirements and translating them into workable automated solutions. Familiar with database architectures, object oriented design, and systems implementation. Must be able to assess products and procedures for compliance with government standards, accounting principles, internal controls, and multi-tiered system application standards. Must have understanding of all stages of a project's life cycle, including the creation of schedules, requirements documents, system designs and specifications, and project status reports.

### 13. JUNIOR FINANCIAL SYSTEMS ANALYST

**Education:** B.A. or B.S. degree, or related experience.

**Basic Experience:** Up to 2 years of combined financial management and systems engineering experience.

**Specialized Experience:** Experience in Financial Management/Accounting in a Federal Government environment. Possess a thorough knowledge of Federal financial and accounting systems and understanding of current technological environments such as the Internet, Client/Server, and Object Oriented related systems.

**Duties:** Works as a junior member of a team of analysts to optimize and automating business practices given deadlines and milestones specified by their supervisor. Must be able to research specifications and requirements and effectively report their findings. Must be able to execute individual phases of a projects life cycle.

### 14. SENIOR COST ANALYST

**Education:** B.A. or B.S. degree in business, economics, engineering or related field.

**Basic Experience:** Eight years of professional experience or 8 years and M.B.A. or Masters degree in related field. SCEA certification can be substituted for Masters degree.

**Specialized Experience:** Experience in cost analysis with a demonstrated ability to supervise and lead a team of analysts.

**Duties:** Must satisfy all cost analysis activities. Capable of leading a team of cost/junior cost analysts. Ensures that all task requirements have been satisfied. Responsible for reporting status of cost analysts/estimating activities to the Program Manager. Must be knowledgeable of common investment analysis practices including Life Cycle Cost Estimating, Cost Benefit Analysis, Cost Effectiveness Analysis and Business Case Analysis. Must have understanding of the Office of Management and Budget and Department of Defense cost estimating circulars including OMB A-11, OMB A-76, OMB A-94 and DoD 5000. May also have knowledge of cost estimating tools such as SEER, ACE-IT or their methodologies.

### 15. COST ANALYST

**Education:** B.A. or B.S. degree in business, economics, engineering or related field.

**Basic Experience:** Five years of professional experience or eight years and M.B.A. or Masters degree in related

field. SCEA certification can be substituted for Masters degree.

**Specialized Experience:** Experience in cost analysis with a demonstrated ability to supervise and lead a team of analysts.

**Duties:** Must satisfy all cost analysis activities. Capable of leading a team of cost/junior cost analysts. Ensures that all task requirements have been satisfied. Responsible for reporting status of cost analysts/estimating activities to the Program Manager. Must be knowledgeable of common investment analysis practices including Life Cycle Cost Estimating, Cost Benefit Analysis, Cost Effectiveness Analysis and Business Case Analysis. Must have understanding of the Office of Management and Budget and Department of Defense cost estimating circulars including OMB A-11, OMB A-76, OMB A-94 and DoD 5000. May also have knowledge of cost estimating tools such as SEER, ACE-IT or their methodologies.

## 16. JUNIOR COST ANALYST

**Education:** B.A. or B.S. degree in business, economics, engineering or related field.

**Basic Experience:** Up to 2 years of cost analyses/estimating experience.

**Specialized Experience:** None

**Duties:** Must be able to collect and analyze data and organize it in a standard work breakdown structure. Must be knowledgeable of cost methodologies and cost modeling applications, including Microsoft Excel. Must also be knowledgeable of time value of money, net present value, real US nominal dollars and other common cost estimating practices.

## 17. SENIOR ACCOUNTING ANALYST

**Education:** B.A. or B.S. degree, CPA, CGFM or equivalent experience.

**Basic Experience:** Eight years of accounting and financial management experience, including at least 5 years of increasing responsibilities as a team leader or first level supervisor.

**Specialized Experience:** Experience in operational accounting or auditing with demonstrated ability to supervise or lead a team of accounting analysts. Possess a thorough knowledge of Federal financial and accounting policies, standards, and systems requirements, such as the CFO Act 1990, OMB Regulations, GAAP, FASAB. Must demonstrate experience in working with multi-year/ no-year appropriations and differing appropriations (e.g., O&M and Procurement), and a thorough understanding of budgetary and proprietary accounting principles.

**Duties:** Serves as a leader ensuring that a group of analysts are working in concert to systematically integrate business, cost accounting, and financial reporting with management processes to ensure the efficient stewardship of public funds. Will be able to provide guidance on the accurate recording of complex accounting events, apply appropriate cost accounting techniques, and possess an understanding of the principles of financial statement compilation. Must be able to assess operational weaknesses, perform process improvement analysis, and recommend corrective solutions. Is able to assess products and or procedures for compliance with government standards, accounting principles, internal controls, and multi-tiered system application standards. Has the ability to correlate the interrelationships between core accounting requirements and automated

solutions, considering the current system environment and the potential integration of added systems. Manages completion of work within the time frame specified by the client, ensuring that all requirements are met. Prepares milestone status reports and presentations for colleagues, subordinates, and end user representatives. Is familiar with activity based costing, business case analysis and outsourcing requirements.

## 18. ACCOUNTING ANALYST

**Education:** B.A. or B.S. degree.

**Basic Experience:** Five years of accounting and financial management experience.

**Specialized Experience:** Experience in Accounting/Financial Management in a Federal Government environment with a demonstrated ability in areas such as Cost and Financial Accounting Techniques, Accounting Operations, and Business Management. Possess thorough knowledge of Federal financial and accounting policies and system requirements.

**Duties:** Serves as a team member, helping to ensure that a group of analysts are working in concert to systematically integrate business, cost accounting, and financial reporting with management processes to ensure the efficient stewardship of public funds. Can provide guidance on the accurate recording of complex accounting events, apply appropriate cost accounting techniques, and possess an understanding of the principles of financial statement compilation. Possess the ability to assess operational weaknesses, perform process improvement analysis, and craft corrective solutions. Is able to assess products and or procedures for compliance with government standards, accounting principles, internal controls, and multi-tiered system application standards. Understands the interrelationships between core accounting requirements and automated solutions, considering the current system environment and the potential integration of added systems. Completes work within the time frame specified by the client, ensuring that all requirements are met. Is familiar with activity based costing, business case analysis and outsourcing requirements.

## 19. JUNIOR ACCOUNTING ANALYST

**Education:** B.A. or B.S. degree.

**Basic Experience:** Up to 2 years of accounting experience.

**Specialized Experience:** Experience in Accounting/ Financial Management in the Federal Government environment.

**Duties:** Serves as a junior member of group of analysts who are working in concert to systematically integrate business, cost accounting, and financial reporting with management processes to ensure the efficient stewardship of public funds. In the performance of task work, applies an understanding of accounting practices and principles when conducts data gathering, analysis, and reconciliation. Provides support to process improvement analysis assessments. Cognizant of interrelationships between financial management requirements and automated solutions, considering the current system environment and the potential integration of added systems concurrently or later. May be familiar with activity based costing, business case analysis and outsourcing requirements.

## 20. SENIOR PROCUREMENT SPECIALIST

**Education:** B.A. or B.S. degree. An advanced degree or acquisition certification is preferred (CPCM, CACM, or certificate program).

**Basic Experience:** Eight years of progressive experience supporting and developing large, major, or complex government procurements. Possess in-depth knowledge of the Federal Acquisition Regulation (FAR), agency specific regulations, and have current and demonstrated experience with acquisition streamlining initiatives and reforms. The Senior Procurement Specialist has practical knowledge of the various acquisition approaches to include full and open competition, cost plus and fixed price contracts, Government Wide Agency Contracts and blanket purchase agreements, and is able to formulate the appropriate documentation for the various approaches. The Senior Procurement Specialist has experience in leading and managing other acquisition professionals, and has demonstrated good organization skills and excellent communications skills.

**Specialized Experience:** Experience in handling large and complex procurements in a variety of industries from procurement planning through contract execution. The Senior Procurement Specialist has demonstrated experience-offering recommendations to multiple sizes and types of organizations regarding strategies for major acquisitions. The Senior Procurement Specialist has demonstrated the ability to provide recommendations concerning the establishment of organizational partnerships, and to develop risk management strategies. The Senior Procurement Specialist has demonstrated expertise in all life cycle phases of contracting, including the pre- award phase of contracting (acquisition planning, solicitation, source selection and award), and post award contract administration, as well as contract problem identification, analysis and resolution.

**Duties:** Performs strategic planning on acquisition approaches, especially for complex and first time procurements. Participates in the structuring of RFPs for complex and technology procurements and develops RFP and contract documentation. For major procurements, develops contract line item structures, reduces technical requirements into logical frameworks and unambiguous specifications and statements of work, leads development of evaluation criteria and evaluation schemes, and crafts project unique contract clauses. Develops the requisite planning and justification documentation for approval of major procurements, and supports and defends the procurement to approval authorities.

## 21. PROCUREMENT SPECIALIST

**Education:** B.A. or B.S. degree. Four years of experience and attendance at federal government acquisition workforce training (e.g., DAWIA) may be substituted for a degree.

**Basic Experience:** Four years of progressive experience supporting and developing government procurements. Possess knowledge of the organization and contents of the Federal Acquisition Regulation (FAR), agency specific regulations, and be current and knowledgeable of acquisition streamlining initiatives and reforms. The Procurement Specialist has understanding of the uses of the various acquisition approaches, e.g. full and open competition, cost plus and fixed price contracts, Government Wide Agency Contracts and blanket purchase agreements, and is able to formulate documentation for the various approaches. Demonstrates good organization and writing skills.

**Specialized Experience:** Experience in handling large and complex procurements from procurement planning through contract execution. The Procurement Specialist has demonstrated expertise in all life cycle phases of contracting, including the pre-award phase of contracting (acquisition planning, solicitation, source selection and award), and post award contract administration, as well as contract problem identification, analysis and resolution.

**Duties:** Develops Acquisition Plans and other procurement justification and approval documentation, Source Selection Plans including development of evaluation criteria, contract line item structures, statements of work, task statements, contract modifications, and contract correspondence. Performs contract administration.

## 22. JUNIOR PROCUREMENT SPECIALIST

**Education:** B.A. or B.S. degree.

**Basic Experience:** Up to 2 years of experience and attendance at federal government acquisition workforce training (e.g. DAWIA) may be substituted for a degree. One year of experience supporting government procurement activities. Possess a basic understanding of organization and contents of the Federal Acquisition Regulation (FAR) and agency specific regulations. The Junior Procurement Specialist has a basic understanding of various contract types, e.g. cost plus fixed fee, award fee, fixed price contracts, and Government Wide Agency Contracts. The Junior Procurement Specialist is knowledgeable of the process required to issue a contract or order for services or equipment.

**Specialized Experience:** None.

**Duties:** Coordinates with more senior procurement specialists and project managers to ensure timely processing and tracking of documents as they move through the acquisition process. Incorporates changes into existing documentation. Maintains contract files for procurement requests, funding documents, formal orders and contracts, and all official correspondence.

## 23. SENIOR TRAINING SPECIALIST

**Education:** B.A. or B.S. degree

**Basic Experience:** Six (6) years of experience in information systems development, training or related fields

**Specialized Experience:** Experience developing and providing ADP, end-user training on computer hardware and application software, or training on business process improvements and procedures.

**Duties:** Conducts the research necessary to develop and revise training courses and prepares appropriate training manuals. Prepares all instructor materials (course outline, background material and training aids). Prepares all student materials (course manuals, workbooks, handouts, completion certificates and course evaluation forms). Trains personnel by conducting formal classroom courses, workshops, and seminars. Provides daily supervision to staff.

## 24. TRAINING SPECIALIST/INSTRUCTOR

**Education:** B.A. or B.S. degree.

**Basic Experience:** Four years of experience in information systems development, training or related fields.

**Specialized Experience:** Experience developing and providing ADP, end-user training on computer hardware and application software, or training on business process improvements and procedures.

**Duties:** Conducts the research necessary to develop and revise training courses and prepares appropriate

training materials. Prepares all instructor materials (course manuals, workbooks, handouts, completion certificates, and course evaluation forms). Trains personnel by conducting formal classroom courses, workshops, and seminars.

## 25. DOCUMENTATION SPECIALIST

**Education:** A.A. degree.

**Basic Experience:** Three (3) years of experience in technical writing and documentation.

**Specialized Experience:** Experience in preparing technical documentation, which is to include researching for applicable standards.

**Duties:** Gathers, analyzes, and composes technical information. Conducts research and ensures the use of proper technical terminology. Translates technical information into clear, readable documents to be used by technical and non-technical personnel.

## 26. TECHNICAL WRITER

**Education:** B.A. or B.S. degree.

**Basic Experience:** Five (5) years of experience in technical writing and editing.

**Specialized Experience:** Experience in editing documents, including technical documents.

**Duties:** Assist in collecting and organizing information for preparation of user manuals, training materials, installation guides, proposals, and reports. Edit functional descriptions, system specifications, user manuals, special reports, or any other customer deliverables and documents.

## 27. INFORMATION TECHNOLOGY RESEARCHER

**Education:** B.A. or B.S. degree.

**Basic Experience:** Up to 2 years of experience in this area.

**Specialized Experience:** N/A

**Duties:** Conducts research tasks assigned by more senior members of the consulting staff. Searches literature; conducts surveys and experimental tasks; collects analyzes and summarizes data. Contributes to client reports as directed including documentation preparation, writing, editing, production coordination, and graphics.

## 28. ENTRY LEVEL ANALYST

**Education:** B.A. or B.S. degree.

**Basic Experience:** Up to 1 year work experience in a business environment.

**Specialized Experience:** None

**Duties:** Serves as a junior member of group of analysts who are working in concert to systematically integrate business, cost estimating and financial management processes to ensure the efficient stewardship of public funds. Possesses a general understanding of business operations. Under supervision, must be able to assess products and procedures for compliance with government standards and sound financial management principles. May be familiar with government financial management, activity based costing, business case analysis and/or outsourcing requirements.

**29. RESEARCH SPECIALIST**

**Education:** High School diploma or A.A. in business or related field.

**Basic Experience:** Up to 1 year of work experience in a business environment.

**Specialized Experience:** Experience in word processing, using electronic spreadsheets and other administrative software products. General knowledge of governmental documents and procedures.

**Duties:** Collates information into meaningful reports and presentation material.

**Degree / Experience Equivalency**

The labor category definitions in our Pricelist describe the functional responsibilities and education and experience requirements for each labor category. These requirements are a guide to the types of experience and educational background of typical personnel in each labor category.

Education and experience may be substituted for each other. Each year of relevant experience may be substituted for 1 year of education, and vice versa. In addition, certifications, professional licenses, and vocational technical training may be substituted for experience or education with the written approval of the ordering activity.

Degree	Experience Equivalence*	Other Equivalence
Associate’s	1 year relevant experience	Vocational or technical training in work-related field
Bachelor’s	Associate’s degree + 2 years relevant experience, or 4 years relevant experience	Professional certification
Master’s	Bachelor’s + 2 years relevant experience, or Associate’s + 4 years relevant experience	Professional license
Doctorate	Master’s + 2 years relevant experience, or Bachelor’s + 4 years relevant experience	

\* Successful completion of each year of higher education that has not yet resulted in a degree may be counted 1-for-1 for a year of experience.

Further, both parties recognize that, on occasion, there may be a need to waive the requirements in order to use the best individual for the task. Therefore, waivers to the education/experience requirements may be granted by either the task order contracting officer or

contracting officer technical representative. If such a waiver is included in our proposal, award of said proposal shall be deemed a grant of the waiver.

## **AIMS Labor Category Descriptions**

Each AIMS labor category is defined with regard to general education & experience guidelines, and typical duties. Booz Allen recognized that successful performance depends on having the right skills and experience. These skills and experience, in turn, are acquired through the proper mix of education and professional experience. Increasingly, we find that the skills needed to support complex efforts, and to meet today's problems and tomorrow's challenges, are not always supported by a traditional education and work experience combination.

### **1. EXECUTIVE MANAGER**

Provides oversight for multiple client engagements by managing several multi-faceted programs and creating overarching vision. Is responsible for overseeing an integrated management structure, which evaluates overall performance. Meets with government program manager to discuss performance, initiatives, and priorities.

Executive Managers generally have a BA/BS and approximately 20 years of experience

### **2. SENIOR PROGRAM MANAGER**

Leads management of diverse program, providing broad-range service vision. Directs and supports management in development of integrated team structure, leading identification of mission objectives and performance evaluation. Meets with government program manager to discuss performance, propose initiatives, and establish priorities.

Senior Program Managers generally have a BA/BS and approximately 18 years of experience

### **3. PROGRAM MANAGER**

Strategically manages multi-faceted program, developing product and service vision. Is responsible for building and successfully maintaining integrated management structure and evaluating overall performance. Manages subcontractor and program financials. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Program Managers generally have a BA/BS and approximately 15 years of experience

### **4. DEPUTY PROGRAM MANAGER**

Supports program manager in oversight of multi-level program. Handles cross-team subcontractor support and program financials. Meets with government program manager to discuss performance, propose initiative, and establish priorities as needed.

Deputy Program Managers generally have a BA/BS and approximately 12 years of experience

### **5. PROJECT MANAGER V**

Oversees related program areas. Heads development of strategic, integrated product and service strategy. Lends support in building and sustaining successful cross-team management structure and evaluating work quality. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Project Manager V generally has a BA/BS and approximately 15 years of experience

## **6. PROJECT MANAGER IV**

Strategically manages program area and develops product and service vision. Is responsible for building and successfully maintaining integrated project management structure and overseeing project financials. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Project Manager IV generally has a BA/BS and approximately 12 years of experience

## **7. PROJECT MANAGER III**

Manages team of program area experts. Develops, directs, and manages strategic approach and strives to improve work processes, products, and services. Meets with client regularly to ensure work meets/exceeds client objectives.

Project Manager III generally has a BA/BS and approximately 10 years of experience

## **8. PROJECT MANAGER II**

Leads and performs program area work. Proposes and implements creative methods to complete work effectively and efficiently. Meets with client regularly, if not daily, to ensure work meets/exceeds client objectives.

Project Manager II generally has a BA/BS and approximately 8 years of experience

## **9. PROJECT MANAGER I**

Performs program area work. Supports team in producing high quality deliverables. Meets with client as needed.

Project Manager I generally has a BA/BS and approximately 6 years of experience

## **10. COMMUNICATIONS SPECIALIST V**

Oversees multi-faceted communications program area. Heads development of strategic, integrated product and service strategy. Lends support in building and sustaining successful cross-team management structure capable of providing broad range of media and legislative support services. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Communications Specialist V generally has a BA/BS and approximately 12 years of experience

## **11. COMMUNICATIONS SPECIALIST IV**

Leads communications program area, developing communications product and service strategy. Builds team capable of providing range of support services including media and legislative relations, news monitoring, evaluation, and trends analysis. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Communications Specialist IV generally has a BA/BS and approximately 8 years of experience

## **12. COMMUNICATIONS SPECIALIST III**

Manages team of communications specialists. Develops and directs strategic approach to information campaigns and strives to improve work processes, products, and services. Meets with client regularly to ensure work meets/exceeds client objectives, to propose initiatives, and to establish priorities.

Communications Specialist III generally has a BA/BS and approximately 6 years of experience

## **13. COMMUNICATIONS SPECIALIST II**

Leads and implements communication tasks. Conducts targeted information campaigns, arranges press briefings and interviews, coordinates editorial boards, monitors the news, and writes trends analysis. Meets with client on daily basis to relay progress, propose creative solutions to communication challenges, and establish priorities.

Communications Specialist II generally has a BA/BS and approximately 2 years of experience

## **14. COMMUNICATIONS SPECIALIST I**

Aids in developing and implementing targeted information campaigns. Contributes to the production of information products such as brochures, videos, media, and legislative analysis. Maintains contact lists.

Communications Specialist I generally has a BA/BS

## **15. EVALUATION SPECIALIST V**

Oversees multi-faceted evaluation and monitoring program area. Heads development of strategic product and service strategy. Lends support in building and sustaining successful cross-team management structure, managing integration of evaluation processes into crosscutting program activities. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Evaluation Specialist V generally has a BA/BS and approximately 12 years of experience

## **16. EVALUATION SPECIALIST IV**

Leads design and implementation of evaluation and effectiveness systems, measuring program impact and activities. Manages team of experts skilled in content analysis, quantitative tracking, and qualitative assessment. Uses tools such as surveys, focus groups, structured interviews, and secondary research. Oversees performance report generation and communication and integration of findings into current strategies. Meets with client regularly to discuss progress, propose initiatives, and establish priorities.

Evaluation Specialist IV generally has a BA/BS and approximately 10 years of experience

## **17. EVALUATION SPECIALIST III**

Supports team of performance effectiveness specialists measuring program impact and activities. Develops and coordinates strategic integration of evaluation processes into program activities. Oversees performance report design and generation and communication and integration of findings into current strategies. Meets with client regularly to discuss progress, propose initiatives, and establish priorities.

Evaluation Specialist III generally has a BA/BS and approximately 6 years of experience

## **18. EVALUATION SPECIALIST II**

Leads evaluation tasks. Applies expertise in quantitative analysis to support the design and implementation of evaluation processes. Uses analytical reports to help refine and redefine program strategies. Meets with client on daily basis to relay progress, propose creative solutions to work challenges, and establish priorities.

Evaluation Specialist II generally has a BA/BS and approximately 4 years of experience

#### **19. EVALUATION SPECIALIST I**

Supports evaluation efforts through extensive information gathering, report generation, and data analysis.

Evaluation Specialist I generally has a BA/BS

#### **20. EDITORIAL V**

Oversees diverse editorial program area. Heads development of strategic integrated product and service strategy. Lends support in building and sustaining successful cross-team management structure capable of effectively communicating client key messages and directing quality assurance. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Editorial V generally has a BA/BS and approximately 8 years of experience

#### **21. EDITORIAL IV**

Establishes and manages process for ensuring communications clearly relay client key messages and adhere to identified requirements. Meets regularly with client to discuss performance, propose initiatives, and establish priorities.

Editorial IV generally has a BA/BS and approximately 6 years of experience

#### **22. EDITORIAL III**

Leads multiple editorial initiatives. Manages document quality assurance and quality control procedures and works with staff to improve writing flow and layout.

Editorial III generally has a BA/BS and approximately 4 years of experience

#### **23. EDITORIAL II**

Applies expertise in writing/editing to create and implement procedures for ensuring communications clearly relay client key messages and adhere to identified requirements. Performs document quality assurance and quality control reviews and works with staff to improve writing flow and layout.

Editorial II generally has a BA/BS and approximately 2 years of experience

#### **24. EDITORIAL I**

Supports writing projects and aids in ensuring communications clearly relay client key messages and adhere to identified requirements. Performs document quality assurance and quality control reviews. Works with staff to improve writing flow and layout.

Editorial I generally has a BA/BS

#### **25. MEDIA/MARKETING TECHNOLOGY SPECIALIST V**

Oversees multi-faceted information technology program area. Heads development of integral product and service strategy. Lends support in building and sustaining successful cross-team management structure capable

of providing full range of integrated support services including systems architecture and development. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Media/Marketing Technology Specialist V generally has a BA/BS and approximately 18 years of experience

#### **26. MEDIA/MARKETING TECHNOLOGY SPECIALIST IV**

Leads strategic, long-term media/marketing program. Builds team structure for range of support services including systems architecture and development. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Media/Marketing Technology Specialist IV generally has a BA/BS and approximately 15 years of experience

#### **27. MEDIA/MARKETING TECHNOLOGY SPECIALIST III**

Manages team of media/marketing technology specialists overseeing systems design, documentation, and development. Meets with client regularly to discuss progress, propose initiatives, and establish priorities.

Media/Marketing Technology Specialist III generally has a BA/BS and approximately 10 years of experience

#### **28. MEDIA/MARKETING TECHNOLOGY SPECIALIST II**

Implements media/marketing initiatives, overseeing requirements gathering, systems development, and documentation. Works with client daily to relay progress and establish priorities.

Media/Marketing Technology Specialist II generally has a BA/BS and approximately 8 years of experience

#### **29. MEDIA/MARKETING TECHNOLOGY SPECIALIST I**

Supports media/marketing tasks. Assists with systems development by writing reports, testing software-writing systems, documenting, and building basic queries.

Media/Marketing Technology Specialist I generally has a BA/BS and approximately 4 years of experience

#### **30. MEDIA SPECIALIST V**

Oversees multi-faceted media/communications program area. Heads development of integral product and service strategy. Lends support in building and sustaining successful cross-team management structure, capable of providing integrated range of electronic and print media services. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Media Specialist V generally has a BA/BS and approximately 12 years of experience

#### **31. MEDIA SPECIALIST IV**

Leads media focused communications, heading support team structured to ensure client key messages are promoted effectively in print and electronic media. Develops strategy to build long-term relationships with media outlets and capitalize on paid and unpaid opportunities to highlight client work. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Media Specialist IV generally has a BA/BS and approximately 10 years of experience

#### **32. MEDIA SPECIALIST III**

Manages team of media specialists. Develops and directs approach to targeting media outlets and producing hard hitting information pieces such as press releases, Op/Ed pieces, and draft news stories. Evaluates public response and adjusts communication tactics accordingly. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Media Specialist III generally has a BA/BS and approximately 6 years of experience

### **33. MEDIA SPECIALIST II**

Leads and implements media relations initiatives. Builds long-term relationships with media outlets and writes and distributes information pieces and responses to queries. Organizes editorial boards, press conferences, and media trainings. Meets with client on daily basis to relay progress and establish priorities.

Media Specialist II generally has a BA/BS and approximately 4 years of experience

### **34. MEDIA SPECIALIST I**

Supports media initiatives by maintaining contact lists, tracking news coverage, and handling logistics.

Media Specialist I generally has a BA/BS and approximately 2 years of experience

### **35. INTERNET MEDIA SPECIALIST V**

Oversees multi-faceted, Internet media-based communications program area. Heads development of integral product and service strategy. Lends support in building and sustaining successful cross-team management structure capable of providing full range of integrated Internet and communications services. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Internet Media Specialist V generally has a BA/BS and approximately 15 years of experience

### **36. INTERNET MEDIA SPECIALIST IV**

Oversees multi-faceted, Internet media-based communications program area. Heads development of integral product and service strategy. Lends support in building and sustaining successful cross-team management structure capable of providing full range of integrated Internet and communications services. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Internet Media Specialist IV generally has a BA/BS and approximately 12 years of experience

### **37. INTERNET MEDIA SPECIALIST III**

Establishes conceptual and stylistic direction for Internet initiatives and orchestrates the work of a team of Web developers. Develops and directs strategic approach to Web campaigns including general planning for site architecture, rollout, and evaluation. Has expertise in numerous Web development tools. Meets with client as necessary to discuss progress, propose initiatives, and establish priorities.

Internet Media Specialist III generally has a BA/BS and approximately 8 years of experience

### **38. INTERNET MEDIA SPECIALIST II**

Leads and implements Web design and development initiatives. Determines look and feel for Web sites including navigation and interface design. Possesses expertise in HTML, JavaScript, Cold Fusion, ASP, and/or other tools to execute Web design. Meets with client regularly to relay progress and establish priorities.

Internet Media Specialist II generally has a BA/BS and approximately 6 years of experience

#### **39. INTERNET MEDIA SPECIALIST I**

Aids in design and development of Web sites. Contributes to the production of Web graphics and aids implementation of site layout using HTML, JavaScript, Cold Fusion, ASP, and/or other tools. Can assist in Web site testing and evaluation processes.

Internet Media Specialist I generally has a BA/BS and approximately 2 years of experience

#### **40. POLICY/LEGISLATIVE SPECIALIST V**

Oversees multi-faceted, public policy, and legislative program areas. Heads development of integral product and service strategy. Lends support in building and sustaining successful cross-team management structure capable of providing range of support services including legislative relations and policy analysis. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Policy/Legislative Specialist V generally has a BA/BS and approximately 12 years of experience

#### **41. POLICY/LEGISLATIVE SPECIALIST IV**

Leads policy analysis, strategic planning, and communication initiatives. Creates team structure for range of support services. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Policy/Legislative Specialist IV generally has a BA/BS and approximately 8 years of experience

#### **42. POLICY/LEGISLATIVE SPECIALIST III**

Manages team of public policy specialists. Develops strategy dictating direction and management of support. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Policy/Legislative Specialist III generally has a BA/BS and approximately 6 years of experience

#### **43. POLICY/LEGISLATIVE SPECIALIST II**

Implements public policy initiatives. Support includes: assistance with long-term strategy development, tracking legislation, and making policy recommendations. Meets with client on daily basis to relay progress and establish priorities.

Policy/Legislative Specialist II generally has a BA/BS and approximately 4 years of experience

#### **44. POLICY/LEGISLATIVE SPECIALIST I**

Supports public policy initiatives by tracking legislation, performing research, and maintaining contact lists.

Policy/Legislative Specialist I generally has a BA/BS

#### **45. RESEARCHER V**

Oversees long-term research program area. Heads development of strategic and integrated product and service strategy. Lends support in building and sustaining successful cross-team management structure capable of providing range of support services including technical research and market positioning. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Researcher V generally has a BA/BS and approximately 12 years of experience

#### **46. RESEARCHER IV**

Leads and manages multiple research initiatives, developing innovative market positioning strategy that meets client requirements and industry standards. Builds relationships with technical experts in academia and contracts assistance when required. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Researcher IV generally has a BA/BS and approximately 8 years of experience

#### **47. RESEARCHER III**

Coordinates and/or conducts research initiatives, developing innovative market positioning strategy that meets client requirements and industry standards. Builds relationships with technical experts in academia and contracts assistance when required. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Researcher III generally has a BA/BS and approximately 4 years of experience

#### **48. RESEARCHER II**

Implements short- and long-term research tasks. Support includes conducting surveys and interviews, and generating reports. Contributes to data analysis initiatives and assists in the formulation of market positioning or product overviews. Meets with client daily to relay progress and establish priorities.

Researcher II generally has a BA/BS and approximately 2 years of experience

#### **49. RESEARCHER I**

Supports research initiatives through data gathering via a variety of electronic search tools, as well as surveys, interviews, and other investigative methods.

Researcher I generally has a BA/BS

#### **50. SUBJECT MATTER EXPERT V**

Oversees multi-faceted program area. Heads development of strategic integrated subject matter product and service strategy. Lends support in building and sustaining successful cross-team management structure capable of providing range of subject matter support services. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Subject Matter Expert V generally has a BA/BS and approximately 20 years of experience

#### **51. SUBJECT MATTER EXPERT IV**

Leads strategic planning and communication initiatives in specified program area. Creates team structure for range of support services and meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Subject Matter Expert IV generally has a BA/BS and approximately 15 years of experience

#### **52. SUBJECT MATTER EXPERT III**

Manages team of subject matter experts. Develops strategy, dictating direction and management of support services. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Subject Matter Expert III generally has a BA/BS and approximately 12 years of experience

### **53. SUBJECT MATTER EXPERT II**

Implements strategy dictating direction and management of support services in a specified field. Meets with client regularly to discuss performance, propose initiatives, and establish priorities.

Subject Matter Expert II generally has a BA/BS and approximately 10 years of experience

### **54. SUBJECT MATTER EXPERT I**

Performs directed subject matter work. Supports team in producing high-quality deliverable in time-efficient manner. Meets with client as needed.

Subject Matter Expert I generally has a BA/BS and approximately 8 years of experience

### **55. VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST V**

Oversees multi-faceted visual communications program area. Heads development of strategic integrated visual product and service strategy. Lends support in building and sustaining successful cross-team management structure capable of providing broad range of visual communications/graphic services. Meets regularly with government program manager to discuss performance, propose initiatives, and establish priorities.

Visual Communications/Graphics Specialist V generally has a BA/BS and approximately 12 years of experience

### **56. VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST IV**

Leads design team by establishing conceptual and stylistic direction for work of team. Expertise in using design software and pre-press production. Acts as client liaison for design team.

Visual Communications/Graphics Specialist IV generally has a BA/BS and approximately 10 years of experience

### **57. VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST III**

Assists design team lead in establishing conceptual and stylistic direction for work of team. Designs materials and approves the work of other designers. Possesses specialized skills in Web, multimedia, or video expertise in using design software and pre-press production. Meets with client as necessary.

Visual Communications/Graphics Specialist III generally has a BA/BS and approximately 6 years of experience

### **58. VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST II**

Creates graphic materials based on pre-set standards. Responsible for design of projects from conception to completion. Possesses specialized skills in Web, multimedia, or video. Experienced in desktop layout, image manipulation, and some pre-press preparation.

Visual Communications/Graphics Specialist II generally has a BA/BS and approximately 4 years of experience

### **59. VISUAL COMMUNICATIONS/GRAPHICS SPECIALIST I**

Creates graphic materials based on pre-set standards. Supports design of projects from conception to completion. Experienced in desktop layout, image manipulation, and some pre-press preparation.

Visual Communications/Graphics Specialist I generally has a BA/BS

### **60. ADMINISTRATIVE III**

Provides administrative, project assistant, and administrative oversight support. May provide secretarial, word processing, graphics, desktop publishing, and editing support.

Administrative III generally has a HS Diploma and approximately 5 years of experience

#### **61. ADMINISTRATIVE II**

Provides general administrative and clerical support for project tasks. Support may include word processing, filing, graphics, database maintenance, and quality assurance.

Administrative II generally has a HS Diploma and approximately 2 years of experience

#### **62. ADMINISTRATIVE I**

Provides general administrative and clerical support for project tasks. Support may include word processing, filing, graphics, database maintenance, and quality assurance.

Administrative I generally has a HS Diploma

#### **63. FINANCIAL ANALYST III**

Serves as a group leader, ensuring that analysts are working in concert to automate complex business practices within the time frame specified by the customer and that all the requirements are met. Must be able to assess products and procedures for compliance with government standards, accounting principles, and multi-tiered system application standards. Prepares milestone status reports and presentations for colleagues, subordinates, and end user representatives. Coordinates all aspects of complex financial application automation. Completes objectives independently within negotiated budgets.

Financial Analyst III generally has a BA/BS and approximately 8 years of experience

#### **64. FINANCIAL ANALYST II**

Integrates government financial business practices. Identifies potential problems and solutions through analysis and recommends solutions. Works with functional specialists, vendors, and customers to effectively automate requirements. Acts as a focal point for coordinating all disciplines in the recommended solution. Applies applications, while adhering to established accounting principles and practices.

Financial Analyst II generally has a BA/BS and approximately 4 years of experience

#### **65. FINANCIAL ANALYST I**

Determines the feasibility of automating government financial business practices. Supports definition of government financial business practices and incorporates processes into an automated solution. Assists in applying sound accounting and data processing principles.

Financial Analyst I generally has a BA/BS and approximately 2 years of experience

#### **66. FUNCTIONAL EXPERT CONSULTANT V**

Provides task unique, functional expertise necessary to interpret requirements, ensure responsiveness, and achieve successful performance. May include unique technical knowledge. Leads analysis, evaluation, and implementation of tasks.

Functional Expert Consultant V generally has a BA/BS and approximately 20 years of experience

**67. FUNCTIONAL EXPERT CONSULTANT IV**

Coordinates and provides task-unique functional expertise. Has unique technical knowledge relevant to contract requirements. Manages analysis, evaluation, and implementation of tasks.

Functional Expert Consultant IV generally has a BA/BS and approximately 15 years of experience

**68. FUNCTIONAL EXPERT CONSULTANT III**

Provides task unique functional expertise necessary to interpret requirements including managing a team of functional experts as needed. Has unique technical knowledge of contract requirements. Assists with analysis, evaluation, and implementation of tasks.

Functional Expert Consultant III generally has a BA/BS and approximately 12 years of experience

**69. FUNCTIONAL EXPERT CONSULTANT II**

Provides task unique functional expertise in support of contract requirements. Has technical knowledge of contract requirements. Assists with analysis, evaluation, and implementation of tasks.

Functional Expert Consultant II generally has a BA/BS and approximately 10 years of experience

**70. FUNCTIONAL EXPERT CONSULTANT I**

Assists with analysis, evaluation, and implementation of tasks, providing functional expertise and support.

Functional Expert Consultant I generally has a BA/BS and approximately 4 years of experience

The labor category guidelines in our Price list describe the functional responsibilities and general education and experience associated with each labor category. These definitions are a guide to the types of experience and educational background of typical personnel in each labor category.

Education and experience may be substituted for each other. Each year of experience may be substituted for 1 year of education, and vice versa. In additional certifications, professional licenses, and vocational technical training may be substituted for experience and education.

<b>Degree</b>	<b>Experience Equivalence*</b>	<b>Other Equivalence</b>
Associate’s	1 year relevant experience	Vocational or technical training in work-related field
Bachelor’s	Associate’s degree + 2 years relevant experience, or 4 years relevant experience	Professional certification
Master’s	Bachelor’s + 2 years relevant experience, or Associate’s + 4 years relevant experience	Professional license
Doctorate	Master’s + 2 years relevant experience, or Bachelor’s + 4 years relevant experience	

\* Successful completion of each year of higher education that has not yet resulted in a degree may be counted 1-for-1 for a year of experience.

## **PES Labor Category Descriptions**

Each labor category specified below is defined with regard to education, general experience, and specific experience requirements. Training and certification requirements for a labor category are specified in the specific experience description. The duties normally performed by a person filling a labor category position are defined.

Booz Allen recognizes that successful performance depends on having the right skills and experience. These skills and experience, in turn, are acquired through the proper mix of education and professional experience. More and more, we find that the skills needed to support advanced technology efforts, and to meet today's problems and tomorrow's challenges, are not always supported by a traditional education and work experience combination. Therefore, Booz Allen may substitute between equivalent experience and education in order to provide the quality of services required by the client.

### **1. Lead Program Manager**

**Education:** M.S. or M.A. degree.

**General Experience:** Typically has 10 to 12 years experience in managing complex engineering or technical efforts involving multiple facets of engineering disciplines.

**Duties:** Performs day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs, and coordinates the planning and production of all contract support activities. Demonstrates written and oral communication skills. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities.

### **2. Senior Program Manager**

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 7 to 9 years experience in managing complex engineering or technical efforts involving multiple facets of an engineering discipline.

**Duties:** Performs day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs, and coordinates planning and production of all contract support activities. Demonstrates written and oral communication skills. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities.

### **3. Program Manager**

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 4 to 6 years experience in managing complex engineering or technical efforts involving multiple facets of an engineer discipline.

**Duties:** Performs day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs, and coordinates planning and production of all contract support activities. Demonstrates written and oral communication skills. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities.

#### 4. Senior Project Manager

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 7 to 9 years experience in managing complex engineering or technical efforts involving multiple facets of an engineering discipline.

**Duties:** Performs day-to-day management of assigned task order projects that involve teams of engineers, scientists, and management professionals involved in analyzing, designing, integrating, training, testing, documenting, implementing, and maintaining complex systems. Demonstrates proven skills in those technical areas addressed by the task order to be managed. Organizes, directs, and coordinates planning and production of all activities associated with assigned task order projects. Demonstrates written and oral communication skills.

#### 5. Project Manager

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 4 to 6 years experience in managing complex engineering or technical efforts involving multiple facets of an engineering discipline.

**Duties:** Performs day-to-day management of assigned task order projects that involve teams of engineers, scientists, and management professionals involved in analyzing, designing, integrating, training, testing, documenting, implementing, and maintaining large complex systems. Demonstrates proven skills in those technical areas addressed by the task order to be managed. Organizes, directs, and coordinates planning and production of all activities associated with assigned task order projects. Demonstrates written and oral communication skills.

#### 6. Junior Project Manager

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 1 to 3 years experience in managing engineering or technical efforts involving multiple facets of an engineering discipline.

**Duties:** Performs day-to-day management of assigned task order projects that involve teams of engineers, scientists, and management professionals involved in analyzing, designing, integrating, training, testing, documenting, implementing, and maintaining large complex systems. Demonstrates proven skills in those technical areas addressed by the task order to be managed. Organizes, directs, and coordinates planning and production of all activities associated with assigned task order projects. Demonstrates written and oral communication skills.

#### 7. Lead Requirements Engineer

**Education:** M.S. degree.

**General Experience:** Typically has 10 to 12 years experience in technical work in the major area of full life-cycle system engineering.

**Duties:** Supervises systems engineering, technical efforts and performs typical associated tasks that include, but are not limited to, requirements analysis, cost/cost performance trade-off analysis, feasibility analysis, regulatory compliance support, technology conceptual designs, and special studies and analyses.

8. **Senior Requirements Engineer**

**Education:** B.S. degree.

**General Experience:** Typically has 7 to 9 years experience in technical work in the major area of full life-cycle system engineering involving concept development and requirements analysis.

**Duties:** Supervises systems engineering technical efforts and performs typical associated tasks that include, but are not limited to, requirements analysis, cost analysis, cost performance trade-off analysis, feasibility analysis, regulatory compliance support, technology conceptual designs, and special studies and analyses.

9. **Requirements Engineer**

**Education:** B.S. degree.

**General Experience:** Typically has 4 to 6 years experience in technical work in the major area of full life-cycle system engineering involving concept development and requirements analysis.

**Duties:** Typical associated tasks include but are not limited to requirements analysis, cost analysis, cost performance trade-off analysis, feasibility analysis, regulatory compliance support, technology conceptual designs, and special studies and analysis.

10. **Junior Requirements Engineer**

**Education:** B.S. degree.

**General Experience:** Educational background inclusive of system engineering, design, and integration.

**Duties:** Typical associated tasks include, but are not limited to, requirements analysis, cost analysis, cost performance trade-off analysis, feasibility analysis, regulatory compliance support, technology conceptual designs, and special studies and analysis.

11. **Lead Design Engineer**

**Education:** M.S. degree.

**General Experience:** Typically has 10 to 12 years of experience in the areas of system design, engineering, and integration.

**Duties:** Supervises systems design technical effort and performs typical tasks that include, but are not limited to, computer-aided design, design studies and analyses, research and development, specification preparation, configuration management and document control, fabrication, assembly, and simulation and modeling.

12. **Senior Design Engineer**

**Education:** B.S. degree.

**General Experience:** Must have 7 years experience in the areas of system design, engineering, and integration.

**Duties:** Supervises systems design technical effort and performs typical tasks that include, but are not limited to, computer-aided design, design studies and analysis, research and development, specification preparation, configuration management and document control, fabrication, assembly, and simulation and modeling.

13. **Design Engineer**

**Education:** B.S. degree.

**General Experience:** Typically has 4 to 6 years experience in the areas of system design, engineering, and integration.

**Duties:** Typical associated tasks include, but are not limited to, computer-aided design, design studies and analysis, research and development, specification preparation, configuration management and document control, fabrication, assembly, and simulation and modeling.

#### 14. Junior Design Engineer

**Education:** B.S. degree.

**General Experience:** Educational background inclusive of system design, engineering, and integration.

**Duties:** Typical associated tasks include, but are not limited to, computer-aided design, design studies and analyses, research and development, specification preparation, configuration management and document control, fabrication, assembly, and simulation and modeling.

#### 15. Lead Test Engineer

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 10 to 12 years experience in the area of test and evaluation.

**Duties:** Supervises test and evaluation technical effort. Performs typical tasks that include, but are not limited to, prototype development and first article testing, environmental testing, independent verification and validation, demonstration and validation, simulation and modeling, system safety, quality assurance, education and training, and physical testing of the product or system.

#### 16. Senior Test Engineer

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 7 to 9 years experience in the area of test and evaluation.

**Duties:** Supervises test and evaluation technical effort. Performs typical tasks that include, but are not limited to, prototype development and first article testing, environmental testing, independent verification and validation, demonstration and validation, simulation and modeling, system safety, quality assurance, education and training, and physical testing of the product or system.

#### 17. Test Engineer

**Education:** B.S. or B.A. degree.

**General Experience:** Must have 5 years experience in the area of test and evaluation.

**Duties:** Typical associated tasks include, but are not limited to, prototype development and first article testing, environmental testing, independent verification and validation, demonstration and validation, simulation and modeling, system safety, quality assurance, education and training, and physical testing of the product or system.

#### 18. Junior Test Engineer

**Education:** B.S. or B.A. degree.

**General Experience:** Educational background inclusive of the area of test and evaluation.

**Duties:** Typical associated tasks include, but are not limited to, prototype development and first article testing, environmental testing, independent verification and validation, demonstration and validation, simulation and modeling, system safety, quality assurance, education and training, and physical testing of the product or system.

#### **19. Lead Logistics Engineer**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 10 to 12 years experience providing logistic support for major systems.

**Duties:** Directly supports and supervises logistical personnel supporting program managers performing tasking associated with engineering or acquisition projects. Prepares integrated logistic plans and policy and procedures for logistic support for major systems. Ensures that proper logistic considerations are included in the system development processes at each major milestone. Performs analyses to determine system maintainability, reliability, and supportability requirements. Documents results of the analysis in a report format. Develops systems maintenance concepts and plans and life-cycle supply requirements and processes to meet supply requirements. Performs cost analyses associated with systems logistic support and develops and reviews systems acquisition projects' operating plans and procedures to ensure logistic support considerations are included. Performs technical training, configuration management, and quality assurance.

#### **20. Senior Logistics Engineer**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 7 to 9 years experience providing logistic support for major systems.

**Duties:** Directly supports and supervises logistical personnel supporting program managers performing tasking associated with engineering or acquisition projects. Prepares integrated logistic plans and policy and procedures for logistic support for major systems. Ensures that proper logistic considerations are included in the system development processes at each major milestone. Performs analyses to determine system maintainability, reliability, and supportability requirements. Documents results of the analyses in a report format. Develops systems maintenance concepts and plans and life cycle supply requirements and processes to meet supply requirements. Performs cost analysis associated with systems logistic support and develops and reviews systems acquisition projects' operating plans and procedures to ensure logistic support considerations are included. Performs technical training, configuration management, and quality assurance.

#### **21. Logistics Engineer**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 4 to 6 years experience providing logistic support for major systems.

**Duties:** Prepares integrated logistic plans and policy and procedures for logistic support for major systems. Ensures that proper logistic considerations are included in system development processes at each major milestone. Assists in performing analyses to determine system maintainability, reliability, and supportability requirements. Documents results of the analyses in a report format. Develops and reviews systems acquisition

projects' operating plans and procedures to ensure logistic support considerations are included. Performs technical training, configuration management, and quality assurance.

## 22. Junior Logistics Engineer

**Education:** B.A. or B.S. degree.

**General Experience:** Educational background or required level of experience providing logistic support for major systems.

**Duties:** Prepares integrated logistic plans and policy and procedures for logistic support for major systems. Ensures that proper logistic considerations are included in system development processes at each major milestone. Assists in performing analyses to determine system maintainability, reliability, and supportability requirements. Documents results of the analysis in a report format. Develops and reviews systems acquisition projects' operating plans and procedures to ensure logistic support considerations are included. Performs technical training, configuration management, and quality assurance.

## 23. Lead Engineer

**Education:** M.S. degree.

**General Experience:** Typically has 10 to 12 years experience in an engineering discipline such as industrial, civil, aviation, aerospace, electrical, mechanical, nuclear, chemical, information, computer, software, marine, environmental, telecommunications, information security, network, or other engineering disciplines.

**Duties:** Leads engineering efforts and supervises engineering staff participating in such efforts. Provides engineering, technical, and managerial direction for problem definition, analysis, requirement development, and implementation for complex systems in the engineering discipline required to meet technical requirements. Makes recommendations and advises on system development, improvements, optimization, or support efforts. Performs risk assessments and analyses employing modeling and simulation techniques.

## 24. Senior Engineer

**Education:** B.S. degree.

**General Experience:** Typically has 7 to 9 years experience in an engineering discipline such as industrial, civil, aviation, aerospace, electrical, mechanical, nuclear, chemical, information, computer, software, marine, environmental, telecommunications, information security, network, or other engineering disciplines.

**Duties:** Leads engineering efforts and supervises engineering staff participating in such efforts. Provides engineering, technical, and managerial direction for problem definition, analysis, requirement development and implementation for complex systems in the engineering discipline required to meet technical requirements. Makes recommendations and advises on system development, improvements, optimization, or support efforts. Performs risk assessments and analysis employing modeling and simulation techniques.

## 25. Engineer

**Education:** B.S. degree.

**General Experience:** Typically has 4 to 6 years experience in an engineering discipline such as industrial, civil, aviation, aerospace, electrical, mechanical, nuclear, chemical, information, computer, software, marine, environmental, telecommunications, information security, network, or other engineering disciplines.

**Duties:** Supports engineering efforts that provide engineering, technical, and managerial direction for problem definition, analysis, requirement development, and implementation for complex systems in the engineering discipline required to meet technical requirements. Participates in efforts that develop recommendations and advice on system development, improvements, optimization, or support efforts.

## 26. Junior Engineer

**Education:** B.S. degree.

**General Experience:** Educational background in an engineering discipline such as industrial, civil, aviation, aerospace, electrical, mechanical, nuclear, chemical, information, computer, software, marine, environmental, telecommunications, information security, network, or other engineering disciplines.

**Duties:** Supports engineering efforts that provide engineering, technical, and managerial direction for problem definition, analysis, requirement development, and implementation for complex systems in the engineering discipline required to meet technical requirements. Participates in efforts that develop recommendations and advice on system development, improvements, optimization, or support efforts.

## 27. Lead Scientist

**Education:** M.A. or M.S. degree.

**General Experience:** Typically has 10 to 12 years of experience in a scientific field such as biology, chemistry, nuclear, environmental, physics, mathematics, geology, or other scientific areas.

**Duties:** Performs the functions of a technical expert in the relevant scientific field in support of major programs or system development. Applies scientific expertise in defining and resolving system issues, performing analysis, and developing plans and requirements in the subject-matter area for complex systems. Coordinates and manages the preparation of analysis, evaluations, and recommendations for proper implementation of programs and systems.

## 28. Senior Scientist

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 7 to 9 years of experience in a scientific field such as biology, chemistry, nuclear, environmental, physics, mathematics, geology, or other scientific areas.

**Duties:** Performs the functions of a technical expert in the relevant scientific field in support of major programs or system development. Applies scientific expertise in defining and resolving system issues, performing analysis, and developing plans and requirements in the subject-matter area for complex systems. Coordinates and manages the preparation of analysis, evaluations, and recommendations for proper implementation of programs and systems.

## 29. Scientist

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 4 to 6 years experience in a scientific field such as biology, chemistry, nuclear, environmental, physics, mathematics, geology, or other scientific areas.

**Duties:** Performs the functions of a technical expert in the relevant scientific field in the support of major programs or system development. Applies scientific expertise in defining and resolving system issues, performing analysis and developing plans and requirements in the subject-matter area for complex systems. Coordinates and manages the preparation of analyses, evaluations, and recommendations for proper implementation of programs and systems.

**30. Lead Operations/Research (O/R) Analyst**

**Education:** M.S. or M.A. degree.

**General Experience:** Typically has 10 to 12 years experience in performing analysis in the operations or research areas.

**Duties:** Provides supervision to analysts and performs analyses applying appropriate scientific and engineering processes and modeling techniques to the life-cycle development of systems. Performs analyses and trade-off studies related to operational issues and reviews test plans to ensure MOEs address operational requirements. Reviews plans for system integration, operation, and maintenance and assists in the development of training for operational personnel. Applies operations research methodology to defining and formulating economic analyses and related benefit, cost, and risk studies.

**31. Senior Operations/Research Analyst**

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 7 to 9 years experience in performing analysis in the operations or research areas.

**Duties:** Provides supervision to analysts and performs analysis applying appropriate scientific and engineering processes and modeling techniques to the life-cycle development of systems. Performs analyses and trade-off studies related to operational issues and reviews test plans to ensure MOEs address operational requirements. Reviews plans for system integration, operation, and maintenance and assists in the development of training for operational personnel. Applies operations research methodology to defining and formulating economic analyses and related benefit, cost, and risk studies.

**32. Operations/Research Analyst**

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 4 to 6 years experience in performing analysis in the operations or research areas.

**Duties:** Provides supervision to analysts and performs analysis applying appropriate scientific and engineering processes and modeling techniques to the life-cycle development of systems. Performs analysis and trade-off studies related to operational issues, and reviews test plans to ensure MOEs address operational requirements. Reviews plans for system integration, operation, and maintenance and assists in the development of training for operational personnel. Applies operations research methodology to defining and formulating economic analyses and related benefit, cost, and risk studies.

**33. Junior Operations/Research Analyst**

**Education:** B.S. or B.A. degree.

**General Experience:** Must have educational background or required level of experience in operations or research analysis.

**Duties:** Performs analysis applying appropriate scientific and engineering processes and modeling techniques to the life-cycle development of systems. Performs analyses and trade-off studies related to operational issues and reviews test plans to ensure MOEs address operational requirements. Reviews plans for system integration, operation, and maintenance and assists in the development of training for operational personnel.

**34. Lead Management Analyst**

**Education:** M.S. or M.A. degree.

**General Experience:** Typically has 10 to 12 years experience performing management analysis.

**Duties:** Applies applicable management analysis processes, modeling and simulation tools, and technical techniques to provide the services required. Employs process improvement and reengineering methodologies and principles to conduct process modernization projects. Provides group facilitation, interviewing, training, and additional forms of knowledge transfer. Serves as key coordinator among multiple project teams to ensure enterprise wide integration of management efforts. Provides daily supervision and direction to personnel performing management analysis tasking.

**35. Senior Management Analyst**

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 7 to 9 years experience performing management analysis.

**Duties:** Applies appropriate management analysis processes, modeling and simulation tools, and technical techniques to provide the services required. Employs process improvement and reengineering methodologies and principles to conducting process modernization projects. Provides group facilitation, interviewing, training, and additional forms of knowledge transfer. Coordinates multiple project teams to ensure enterprise wide integration of management efforts. Provides daily supervision and direction to personnel performing management analysis tasking.

**36. Management Analyst**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 4 to 6 years experience performing management analysis

**Duties:** Applies appropriate management analysis processes, modeling and simulation tools, and technical techniques to provide the services required. Employs process improvement and reengineering methodologies and principles to conducting process modernization projects. Provides group facilitation, interviewing, training, and additional forms of knowledge transfer. Coordinates a project team to ensure enterprise wide integration of management efforts.

**37. Junior Management Analyst**

**Education:** B.A. or B.S. degree.

**General Experience:** Educational background or required level of experience in management analysis.

**Duties:** Applies appropriate management analysis processes, modeling and simulation tools, and technical techniques to provide the services required. Employs process improvement and reengineering methodologies and principles to conducting process modernization projects.

### 38. Senior Financial Analyst

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 7 to 9 years financial analysis or management experience.

**Duties:** Serves as a group leader ensuring a group of analysts are working in concert to automate complex business practices within the time frame specified by the client and that all the requirements are met. Assesses products and procedures for compliance with government standards, accounting principles, and multi-tiered system application standards. Performs should- cost analysis and trade studies related to cost trade-off options for major systems development or procurement. Prepares milestone status reports and presentations, and coordinates all aspects of complex financial application automation. Completes objectives independently within the negotiated budget.

### 39. Financial Analyst

**Education:** B.A. or B.S. degree

**General Experience:** Typically has 4 to 6 years financial analysis or management experience.

**Duties:** Provides the full range of financial functions for major system development including should-cost and projected cost analysis and trade studies related to cost trade-off options. Defines established financial business practices for integration into the client's financial business system. Identifies potential problems and recommended solutions through analysis. Works with functional specialists, automation specialists, contractors, vendors, and clients to effectively translate the client's requirements into an automated application. Acts as a focal point for coordinating all disciplines in the recommended solution. Applies state-of-the-art tools and processes to effectively automate financial applications in the most effective manner while adhering to the established accounting principles and practices.

### 40. Junior Financial Analyst

**Education:** B.A. or B.S. degree.

**General Experience:** Educational background or required level of experience in financial analysis or management.

**Duties:** Supports the conduct of should-cost and projected cost analysis and trade studies related to cost trade-off options. Assists in defining established financial business practices for integration into the client's financial business system and in identifying potential problems and recommended solutions through analysis.

### 41. Senior Trainer

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 7 to 9 years experience in system development, training, or related fields.

**Duties:** Supervises training and instruction personnel and conducts research necessary to develop and revise training courses and prepare appropriate training catalogs. Prepares all instructor materials (course outline,

background material, and training aids). Prepares all student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, workshops, and seminars. Provides daily supervision of, and direction to, training staff.

#### **42. Trainer**

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 4 to 6 years experience in system development, training, or related fields.

**Duties:** Under the supervision of the Senior Trainer, develops and revises training courses and prepares appropriate training catalogs. Prepares instructor materials (course outline, background material, and training aids). Prepares all material (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, workshops, and seminars.

#### **43. Junior Trainer**

**Education:** B.S. or B.A. degree.

**General Experience:** Must have educational background or required level of experience performing training development or instruction.

**Duties:** Develops and revises training courses and prepares appropriate training catalogs. Prepares instructor materials (course outline, background material, and training aids). Prepares all material (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, workshops, and seminars.

#### **44. Senior Support Specialist**

**Education:** Associate degree or H.S. diploma and 4 years relevant work experience.

**General Experience:** Typically 3 to 4 years of experience providing support to technical programs.

**Duties:** Depending on the functional specialty, support the program management staff in the preparation of deliverables, proposals, internal reports, briefings, and drawings associated with the project being supported. Supervise other support specialists performing on the project. Must demonstrate the ability to work independently or under only general direction.

#### **45. Support Specialist**

**Education:** Associate degree or H.S. diploma and 3 years of relevant experience.

**General Experience:** Typically has 1 year of experience providing support to technical programs.

**Duties:** Depending on the functional specialty, support the program management staff in the preparation of deliverables, proposals, internal reports, briefings, and drawings associated with the project being supported.

#### **46. Administrative Specialist**

**Education:** Associate degree or H.S. diploma and 1 year relevant work experience.

**General Experience:** Typically has 1 year of experience in administrative functional specialty.

**Duties:** Depending on administrative functional specialty, provides support to program management staff. Supervises other administrative staff.

#### 47. Senior Project Control Specialist

**Education:** B.S. or B.A. degree.

**General Experience:** Typically has 7 to 9 years experience working with accounting and financial systems. Has direct contract experience with staffing and resource planning, preparation of financial reports and presentations, and cost reporting under government contract guidelines.

**Duties:** Supervises project control staff members and manages financial and/or administrative aspects of assigned contract tasking or deliverables. Reviews contracts and identifies project control requirements. Determines staff assignments, project control systems, and administrative and financial reporting requirements. Prepares project management plans independently or in conjunction with program/project managers. Serves as key coordinator for project control data and policy among contracts having multiple projects. Tracks and validates all client financial information, establishes and maintains master contract files, prepares reports on and monitors status of all deliverables, ensures quality assurance in all products delivered, tracks the financial status of contracts, and reports payment of government fees. Prepares and updates task status reports and prepares revenue projections reports. Employs automated tools and systems to perform project control functions.

#### 48. Project Control Specialist

**Education:** Associate degree or H.S. diploma and 2 years relevant work experience.

**General Experience:** Typically has 4 to 6 years experience working with accounting and financial systems. Has direct contract experience with staffing and resource planning, preparation of financial reports and presentations, and cost reporting under government contract guidelines.

**Duties:** Reviews contracts and identifies project control requirements. Determines staff assignments, project control systems, and administrative and financial reporting requirements. Tracks and validates all client financial information, establishes and maintains master contract files, prepares reports on and monitors status of all deliverables, ensures quality assurance in all products delivered, tracks the financial status of contracts, and reports payment of government fees. Prepares and updates task status reports and prepares revenue projections reports. Employs automated tools and systems to perform project control functions.

#### 49. Junior Project Control Specialist

**Education:** Associate degree or H.S. diploma and 1 year relevant work experience.

**General Experience:** Typically has 1 year experience working with accounting and financial systems. Has direct contract experience with staffing and resource planning, preparation of financial reports and presentations, and cost reporting under government contract guidelines.

**Duties:** Tracks and validates all client financial information, establishes and maintains master contract files, prepares reports on and monitors status of all deliverables, ensures quality assurance in all products delivered. Tracks the financial status of contracts and reports payment of government fees. Prepares and updates task status reports and prepares revenue projections reports. Employs automated tools and systems to perform project control functions.

#### 50. Lead Information Specialist

**Education:** M.S. or M.A. degree.

**General Experience:** Typically has 10 to 12 years experience in managing the implementation of information engineering projects and experience in system analysis, design, and programming.

**Duties:** Applies an enterprise wide set of disciplines and processes for planning, analyzing, designing, constructing, and implementing information engineering for complex systems. Develops analytical and computational techniques and methodology for problem solutions. Performs process and data modeling in support of the systems planning and analysis efforts, using manual and automated tools. Employs reverse engineering and reengineering disciplines to develop migration strategic and planning documents. Supervises information engineers assigned to support a system development.

#### **51. Senior Information Specialist**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 7 to 9 years experience in managing implementation of information engineering projects and experience in systems analysis, design, and programming.

**Duties:** Applies an enterprise wide set of disciplines and processes for planning, analyzing, designing, constructing, and implementing information engineering for complex systems. Develops analytical and computational techniques and methodology for problem solutions. Performs process and data modeling in support of the systems planning and analysis efforts, using manual and automated tools. Employs reverse engineering and reengineering disciplines to develop migration strategic and planning documents. Supervises information engineers assigned to support a system development.

#### **52. Information Specialist**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 4 to 6 years experience in managing implementation of information engineering projects and experience in systems analysis, design, and programming.

**Duties:** Applies an enterprise wide set of disciplines and processes for planning, analyzing, designing, constructing, and implementing information engineering for complex systems. Develops analytical and computational techniques and methodology for problem solutions. Performs process and data modeling in support of the systems planning and analysis efforts, using manual and automated tools. Employs reverse engineering and reengineering disciplines to develop migration strategic and planning documents.

#### **53. Junior Information Specialist**

**Education:** B.A. or B.S. degree.

**General Experience:** Educational background or required level of experience in providing information engineering services to systems development.

**Duties:** Applies an enterprise wide set of disciplines and processes for planning, analyzing, designing, constructing, and implementing information engineering for complex systems. Develops analytical and computational techniques and methodology for problem solutions. Performs process and data modeling in support of the systems planning and analysis efforts, using manual and automated tools. Employs reverse engineering and reengineering disciplines to develop migration strategic and planning documents.

#### 54. Lead Mission Analyst

**Education:** B.S. or B.A. degree

**General Experience:** 10 or more years of experience in the operational and mission area under consideration. Experience includes planning, performing, and supervising the day-to-day operational functions associated with the mission.

**Duties:** Applies knowledge of client's mission area to develop and refine concepts of operations and operational plans that make optimum use of existing and planned systems to meet mission needs. As required, participates in the development of system concepts, system requirements, concepts of operations, and training requirements in every phase of the system development process.

#### 55. Senior Mission Analyst

**Education:** B.S. or B.A. degree

**General Experience:** 7 or more years of experience in the operational and mission area under consideration. Experience includes planning, performing, and supervising the day-to-day operational functions associated with the mission.

**Duties:** Applies knowledge of client's mission area to develop and refine concepts of operations and operational plans that make optimum use of existing and planned systems to meet mission needs. As required, participates in the development of system concepts, system requirements, concepts of operations, and training requirements in every phase of the system development process.

#### 56. Mission Analyst

**Education:** B.S. or B.A. degree

**General Experience:** 4 or more years of experience in the operational and mission area under consideration. Experience includes planning, performing, and supervising the day-to-day operational functions associated with the mission.

**Duties:** Applies knowledge of client's mission area to develop and refine concepts of operations and operational plans that make optimum use of existing and planned systems to meet mission needs. As required, participates in the development of system concepts, system requirements, concepts of operations, and training requirements in every phase of the system development process.

#### 57. Junior Mission Analyst

**Education:** B.S. or B.A. degree

**General Experience:** Up to 3 years of experience in the operational and mission area under consideration. Experience includes planning, performing, and supervising the day-to-day operational functions associated with the mission.

**Duties:** Applies knowledge of client's mission area to develop and refine concepts of operations and operational plans that make optimum use of existing and planned systems to meet mission needs. As required, participates in the development of system concepts, system requirements, concepts of operations, and training requirements in every phase of the system development process.

**58. Functional Expert Consultant, Level I**

**Education:** B.A. or B.S. degree

**Specialized Experience:** This position requires up to 3 years of experience in the appropriate area.

**Duties:** Provides task unique functional expertise necessary to interpret requirements, ensure responsiveness and achieve successful performance. May include subject matter and unique technical knowledge. Assists engineering staff with the analysis, evaluation and implementation of systems and other engineering tasks. Note: This labor category may only be used in support of engineering specific work.

**59. Functional Expert Consultant, Level II**

**Education:** B.S. or B.A. degree

**Specialized Experience:** This position requires 3 to 5 years of experience in the appropriate area.

**Duties:** Provides task unique functional expertise necessary to interpret requirements, ensure responsiveness and achieve successful performance. May include subject matter and unique technical knowledge. Assists engineering staff with the analysis, evaluation and implementation of systems and other engineering tasks. Note: *This labor category may only be used in support of engineering specific work.*

**60. Functional Expert Consultant, Level III**

**Education:** B.S. or B.A. degree

**Specialized Experience:** This position requires 5 to 10 years of experience in the appropriate area.

**Duties:** Provides task unique functional expertise necessary to interpret requirements, ensure responsiveness and achieve successful performance. May include subject matter and unique technical knowledge. Assists engineering staff with the analysis, evaluation and implementation of systems and other engineering tasks. Note: *This labor category may only be used in support of engineering specific work.*

**61. Functional Expert Consultant, Level IV**

**Education:** B.S. or B.A. degree

**Specialized Experience:** This position requires 10 years of experience in the appropriate area.

**Duties:** Provides task unique functional expertise necessary to interpret requirements, ensure responsiveness and achieve successful performance. May include subject matter and unique technical knowledge. Assists engineering staff with the analysis, evaluation and implementation of systems and other engineering tasks. Note: *This labor category may only be used in support of engineering specific work.*

**62. Functional Expert Consultant, Level V**

**Education:** B.S. or B.A. degree

**Specialized Experience:** This position requires over 10 years of experience in the appropriate area. May have expert credentials or be recognized as an authority.

**Duties:** Provides task unique functional expertise necessary to interpret requirements, ensure responsiveness and achieve successful performance. May include subject matter and unique technical knowledge. Assists

engineering staff with the analysis, evaluation and implementation of systems and other engineering tasks. Note: *This labor category may only be used in support of engineering specific work.*

**63. Lead Homeland Security Expert**

**Education:** B.S. or B.A. degree

**General Experience:** 4 or more years of experience in the operational and mission area under consideration. Experience includes planning, performing, and supervising the day-to-day operational functions associated with the mission.

**Duties:** Applies knowledge of client's mission area to develop and refine concepts of operations and operational plans that make optimum use of existing and planned systems to meet mission needs. As required, participates in the development of system concepts, system requirements, concepts of operations, and training requirements in every phase of the system development process.

**64. Homeland Security Expert**

**Education:** B.S. or B.A. degree

**General Experience:** 10 or more years of progressive experience providing support to and/or managing complex projects.

**Duties:** Provides technical and managerial direction for problem definition, analysis, requirements development, and implementation for complex systems in the Homeland Security area. Makes recommendations and advises on organization wide system improvements in the area(s) of the individual's specialized Homeland Security expertise.

**65. Sr. Homeland Security Specialist**

**Education:** B.S. or B.A. degree

**General Experience:** 6 or more years of progressive experience providing support to complex projects.

**Duties:** Assists with problem definition and analysis and with developing plans and requirements for complex systems in the Homeland Security area. May lead projects or provide senior support to projects in the area(s) of the individual's specialized Homeland Security expertise.

**66. Homeland Security Specialist**

**Education:** B.S. or B.A. degree

**General Experience:** 3 or more years of progressive experience providing support to moderately complex projects.

**Duties:** Provides technical and functional analysis, assistance, and support to projects in the area(s) of the individual's specialized Homeland Security expertise.

**67. Jr. Homeland Security Specialist**

**Education:** B.S. or B.A. degree

**General Experience:** Up to 2 years of progressive experience providing support to simple to moderately complex projects involving areas relevant to Homeland Security, including but not limited to: Continuity of Operations Planning (COOP), Disaster Recovery Planning (DRP), Information Assurance, Critical Infrastructure Protection (CIP), Physical Security, Emergency Preparedness, Counterterrorism, Force Protection, Border Security, Law Enforcement, Transportation and Aviation Security.

**Duties:** Provides assistance and support to projects relevant to the area of Homeland Security.

Error! Bookmark not defined.**Degree / Experience Equivalency**

The labor category definitions in our Pricelist describe the functional responsibilities and education and experience requirements for each labor category. These requirements are a guide to the types of experience and educational background of typical personnel in each labor category.

Education and experience may be substituted for each other. Each year of relevant experience may be substituted for 1 year of education, and vice versa. In addition, certifications, professional licenses, and vocational technical training may be substituted for experience or education with the written approval of the ordering activity.

<b>Degree</b>	<b>Experience Equivalence*</b>	<b>Other Equivalence</b>
<b>Associate's</b>	1 year relevant experience	Vocational or technical training in work-related field
<b>Bachelor's</b>	Associate's degree + 2 years relevant experience, or 4 years relevant experience	Professional certification
<b>Master's</b>	Bachelor's + 2 years relevant experience, or Associate's + 4 years relevant experience	Professional license
<b>Doctorate</b>	Master's + 2 years relevant experience, or Bachelor's + 4 years relevant experience	

\* Successful completion of each year of higher education that has not yet resulted in a degree may be counted 1-for-1 for a year of experience.

Further, both parties recognize that, on occasion, there may be a need to waive the requirements in order to use the best individual for the task. Therefore, waivers to the education/experience requirements may be granted by either the task order contracting officer or contracting officer technical representative. If such a waiver is included in our proposal, award of said proposal shall be deemed a grant of the waiver.

## **MOBIS Labor Category Descriptions** **Applicable to SINs 874-1, 874-6, and 874-7**

### **ANALYST**

**Description:** Possess knowledge of applying analytic methodologies and principles to address client's needs. Supports analyst functions including data collection, interviewing, data modeling, project testing, and creation of performance measurements to support project objectives. Conducts activities in support of project team's objectives. Works closely with senior Analysts or Team Leads.

**Experience & Education:** Minimum of 1 year experience and Bachelors Degree

### **ANALYST 1**

**Description:** Possesses demonstrated knowledge and experience applying analytic methodologies and principles to address client needs. Applies analytic techniques in the evaluation of project objectives and contributes to the implementation of strategic direction. Performs analyst functions including data collection, interviewing, data modeling, project testing, and creation of performance measurements to support project objectives. Conducts activities in support of project team's objectives. Works closely with Analyst 2, Task Leads, or Project Manager. Directs the activities of junior staff as necessary.

**Experience & Education:** Minimum of 3 years experience and Bachelors Degree

### **ANALYST 2**

**Description:** Senior expert with extensive knowledge and experience developing and applying analytic methodologies and principles, and is recognized as a leader within MOBIS functions. Leads the application of analytic techniques and helps define project objectives and strategic direction. Is responsible for providing leadership and vision to client and project teams around the methodology. Resolves complex problems, which require an in-depth knowledge of analytic methodologies and principles. Directs the activities of more junior Analysts or other staff as necessary on activities related to the application of analytical techniques and methodologies. Demonstrated managerial and supervisory skills.

**Experience & Education:** Minimum of 5 years experience and Bachelors Degree

### **FUNCTIONAL SPECIALIST**

**Description:** Possesses knowledge in designated field or discipline. Supports assessments of organization's challenges using specializes skills and knowledge. Contributes to the execution of project or task plan and helps assess the impact of industry trends, policy or standard methodologies. Conducts activities in support of the project team's objectives. Works closed with senior Specialists or Task Leads.

**Experience & Education:** Minimum of 6 years experience and Bachelors Degree

### **FUNCTIONAL SPECIALIST 1**

**Description:** Possess demonstrated knowledge in designated field or discipline. Possesses significant experience providing solutions to an organization's challenges through the application of knowledge gained through similar prior engagements. Participates in the development of solutions by leveraging knowledge of the designated field or discipline. Contributes to the implementation of strategy and helps assess the impact of industry trends, policy, and/or standard methodologies. Directs the activities of Specialists or other staff as necessary on activities related to the specified field or discipline.

**Experience & Education:** Minimum of 8 years experience and Masters Degree

### **FUNCTIONAL SPECIALIST 2**

**Description:** Senior expert with extensive knowledge in designated field or discipline. Provides insight and advice concerning task or project strategic direction and outcomes. May contribute to the evaluation, analysis,

and development of recommended solutions. Resolves complex problems, which require an in-depth knowledge of subject matter related to the designated field or discipline. Applies principles and methods of the subject matter to specialized solutions. Generally possess demonstrated ability and experience in management consulting and cross-team facilitation at the senior management level. Other areas of expertise may include, but is not limited to, business process reengineering, statistical process control, individual and organizational assessment and evaluation, process modeling and simulation, strategic and business planning, change management, organizational development, and the development of leadership/management skills. Directs the activities of Specialists 1 and Specialists, or other staff as necessary on activities related to the specified field or discipline.

**Experience & Education:** Minimum of 12 years experience and Masters Degree

#### **MANAGEMENT CONSULTANT**

**Description:** Possesses knowledge, some experience, and capabilities in the development of solutions, recommendations, or outcomes across multiple tasks and/or organizations. Supports the development of solutions to address organization's challenges. Supports project objectives and helps assess the impact of industry trends, policy, or standard methodologies. Conducts activities in support of project team's objectives. Works closely with senior Management Consultants or Task Leads.

**Experience & Education:** Minimum of 2 years experience and Bachelors Degree

#### **MANAGEMENT CONSULTANT 1**

**Description:** Possess demonstrated knowledge, experience, and ability in the development of solutions, recommendations, or outcomes across multiple complex tasks and/or organizations. Evaluates options in the context of project objectives and contributes to the implementation of strategic direction. Supports project objectives through activities such as conducting interviews, gathering data, and developing recommendations in support of project objectives. Directs the activities of Management Consultants or other staff as necessary.

**Experience & Education:** Minimum of 5 years experience and Bachelors Degree

#### **MANAGEMENT CONSULTANT 2**

**Description:** Senior expert that possesses demonstrated knowledge, extensive experience in the development of solutions, recommendations, or outcomes across multiple complex tasks in multiple organizations. Defines project objectives and strategic direction. Is responsible for providing leadership and vision to client and project teams and serves as a key facilitator between multiple teams to achieve objectives of complex efforts. Directs the activities of more junior Management Consultants or other staff as necessary.

**Experience & Education:** Minimum of 9 years experience and Bachelors Degree

#### **PROGRAM DIRECTOR/ SENIOR ADVISOR**

**Description:** Senior executive responsible for providing strategic direction, vision, leadership, and program management to the team. Contributes to organizational direction through regular involvement with senior level client leadership and team members. Maintains productive and effective client relationship with the most senior levels of the client organization.

**Experience & Education:** Minimum of 14 years experience and Masters Degree

#### **FUNCTIONAL/ SUBJECT MATTER EXPERT**

**Description:** Senior expert with extensive, enterprise-wide knowledge and experience in one or more designated functional and/or domain areas. Provides insight and advice concerning strategic direction and applicability of up to date, industry standard solutions. Is responsible for providing high level vision to program/project manager or senior client leadership to influence objectives of complex efforts. The Functional/Subject Matter Expert is primarily utilized on projects for their specific expertise, not in a managerial

capacity, in support of the creation of comprehensive methods for describing current and/or future structure and behavior of an organization's processes, systems, personnel and organizational sub-units, so that they align with the organization's core goals and strategic direction. The Functional/Subject Matter Expert is typically a former high ranking military or civilian official and recognized by industry as an expert in their specific field.

**Experience & Education:** Minimum of 12 years experience and Masters Degree

### **PROGRAM MANAGER**

**Description:** Provides oversight and executive level management to overall contract operations often involving multiple projects/tasks and groups of personnel at multiple locations. The Program Manager maintains and manages relationships with senior level management within the client organization. Responsible for ensuring senior level management within the client organization is aware of overall program status, including all relevant projects and their potential impact on higher level organizational strategic vision, this may include subject matter and unique technical knowledge. The Program Manager is responsible for managing multiple contract operations, ensure quality standards and work performance on all task orders and projects, plans, organizes and oversees work efforts, assigns resources, manages personnel, provides risk management, ensures quality management, monitors overall project and contract performance, etc.

**Experience & Education:** Minimum of 14 years experience and Bachelors Degree

### **PROJECT MANAGER**

**Description:** Performs day-to-day management of contract support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project. Demonstrates skills in the scope of work encompassed by the task order; provides technical guidance to the project team in performance of the work, and reviews the quality of all work products. Organizes, directs, and coordinates the planning and production of all contract support activities. Responsible for staffing, project planning, project financials, and staff direction and oversight. The Project Manager maintains and manages the client interface at the COTR levels of the client organization. Assists the Program Manager as required in managing contract performance.

**Experience & Education:** Minimum of 12 years experience and Bachelors Degree

### **SENIOR TASK LEAD**

**Description:** Senior leader, experience in project and task management, responsible for ensuring successful task completion within the scheduled timeframe consistent with the established scope of work to include both the technical and financial solutions. Organizes, directs, and coordinates the planning and production of all activities associated with assigned tasks.

**Experience & Education:** Minimum of 8 years experience and Bachelors Degree

### **TASK LEAD**

**Description:** Experienced in task management, responsible for ensuring successful task completion within the scheduled timeframe consistent with the established scope of work to include both the technical and financial solutions. Organizes, directs, and coordinates the planning and production of all activities associated with assigned tasks.

**Experience & Education:** Minimum of 7 years experience and Bachelors Degree

### **CONSULTANT**

**Description:** Team member contributing to consulting staff client assignments within specified guidelines. Performs a variety of tasks that require both practical experience and theoretical, state-of-the-art, technical knowledge in specialty area. Understands overall purpose of task assignment.

**Experience & Education:** Minimum of a Bachelors Degree

## **SUPPORT STAFF**

**Description:** Depending on the functional specialty, support the program management staff in the preparation of deliverables, internal reports, briefings, and drawings associated with the project being supported.

**Experience & Education:** Minimum of a HS Diploma

## **BUSINESS ANALYST**

**Description:** Prepares and conducts business analyses and studies, needs assessments, requirements analysis/ definition and cost/benefit analyses in an effort to align business systems, solutions and initiatives. Prepares forecasts and analyzes trends, reporting regulations and business conditions. Develops and analyzes metrics, performance measurements, requirements, reports and recommendations related to management, organizational structure, policy/procedures and business systems. Identifies potential business risks. Areas of focus include but are not limited to business performance, business and economic case analysis, internal control and enterprise risk assessment.

**Experience & Education:**

Business Analyst 1: Bachelors Degree and 6 months (includes internships) up to 2 years of experience

Business Analyst 2: Bachelors Degree and 1-4 years of experience

Business Analyst 3: Bachelors Degree and 2-6 years of experience

Business Analyst 4: Bachelors Degree and 4-8 years of experience

Business Analyst 5: Bachelors Degree and 5-10 years of experience

## **PROCESS IMPROVEMENT ANALYST**

**Description:** Guides and assists clients through a wide range of management, organizational and business improvement and modernization initiatives by applying continuous process improvement strategies, methodologies and principles. Develops business methods for problem solving, process change and solutions implementation ensuring enterprise-wide integration. Identifies best practices, assesses performance measurement and researches, collects and verifies data and translates it into strategic and operational guidance. Provides group facilitation, interviewing, training and other forms of knowledge transfer. Areas of focus include but are not limited to identifying and eliminating duplication, outsourcing opportunities, streamlining, centralizing, business transformation, business process redesign and modeling, quality improvement and lean six sigma.

**Experience & Education:**

Process Improvement Analyst 1: Bachelors Degree and 6 months (includes internships) up to 3 years of experience

Process Improvement Analyst 2: Bachelors Degree and 1-5 years of experience

Process Improvement Analyst 3: Bachelors Degree and 2-7 years of experience

Process Improvement Analyst 4: Bachelors Degree and 4-9 years of experience

Process Improvement Analyst 5: Bachelors Degree and 7-12 years of experience

## **ANALYST JUNIOR**

**Description:** Possess knowledge of applying analytic methodologies and principles to address client’s needs. Supports analyst functions including data collection, interviewing, data modeling, project testing, and creation of performance measurements to support project objectives. Conducts activities in support of project team’s objectives. Works closely with senior Analysts or Team Leads.

**Experience & Education:** Successful completion of some college level course work leading to a Bachelors Degree and 6 months experience (includes internships).

### EXPERIENCE & DEGREE SUBSTITUTION

The above describes the functional responsibilities and education and experience requirements for each labor category. These requirements are a guide to the types of experience and educational background of typical personnel in each labor category.

Education and experience may be substituted for each other. Each year of relevant experience may be substituted for one year of education, and vice versa. In addition, certifications, professional licenses, and vocational technical training may be substituted for experience or education.

#### Degree/Experience Equivalency\*

Degree	Experience Equivalence	Other Equivalence
Bachelors	Associate degree +2 years relevant experience, or 4 years relevant experience	Professional certification
Masters	Bachelors +2 years relevant experience, or Associated + 4 years relevant experience	Professional license
Doctorate	Masters + 2 years relevant experience, Bachelors + 4 years relevant experience	

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

### MOBIS Labor Category Descriptions

Applicable to SIN 874-1: Integrated Consulting Services (only)

#### EXECUTIVE / STRATEGY OFFICER

**Thought:** Works directly with senior level clients to set the project strategic agenda

**Leadership:** Drives the project team toward desired outcomes to achieve results for clients

**Analysis:** Ensures project objectives are delivered in the context of industry best practices

**Value:** Develops new knowledge and capabilities derived from a broad range of cross industry/functional experiences within commercial clients

**Education:** MBA or other graduate degrees. Some hold PhD qualifications in economics, finance, organizational development, or other business-related specialties

**Experience:** Generally over 12 years of significant experience in multiple domains across a broad range of clients; Held consulting or leadership positions in major private or public organizations in areas such as Business Strategy, Manufacturing and Supply Chain Strategy, IT Architecture Strategy, Platform Strategy, Go-to Market Effectiveness, Global Sourcing Strategy, and Innovation Strategy

#### EXECUTIVE / STRATEGY PRINCIPAL

**Thought:** Defines agenda and project objectives

**Leadership:** Drives content and provides thought leadership. Manages execution of multiple, rapid hypothesis-based fact finding efforts; Balances potentially conflicting themes and objectives  
**Analysis:** Generates innovative approaches to address business problems  
**Value:** Ensures that appropriate structure is in place to support real and lasting change  
**Education:** MBA or other graduate degrees. Some hold PhD qualifications in economics, finance, organizational development, or other business-related specialties  
**Experience:** Generally over 8 years of extensive client/industry experience; Specialist in multiple functional/industry domains; Demonstrated leadership of consulting engagements in areas such as Business Strategy, Manufacturing and Supply Chain Strategy, IT Architecture Strategy, Platform Strategy, Go-to Market Effectiveness, Global Sourcing Strategy, and Innovation Strategy

#### **EXECUTIVE / STRATEGY SENIOR ASSOCIATE**

**Thought:** Designs and oversees key analytic tasks and tests results  
**Leadership:** Leads efforts to obtain complex data sets; identifies conflicting themes and objectives  
**Analysis:** Synthesizes findings and develops recommendations  
**Value:** Builds a comprehensive program to support real and lasting change and ensures knowledge transfer of relevant subject matter  
**Education:** MBA or other graduate degrees. Some hold PhD qualifications in economics, finance, organizational development, or other business-related specialties  
**Experience:** Generally over 5 years of broad multi-client/industry experience in the industry areas of automotive, health and pharmaceuticals, transportation, energy/utilities, communications, financial services, or consumer/media; Specialist in at least one functional area such as Business Strategy, Manufacturing and Supply Chain Strategy, IT Architecture Strategy, Platform Strategy, Go-to Market Effectiveness, Global Sourcing Strategy, or Innovation Strategy

#### **EXECUTIVE / STRATEGY ASSOCIATE**

**Thought:** Generates key hypotheses and identifies data requirements  
**Leadership:** Gathers and leverages required facts and information  
**Analysis:** Develops integrated conclusions and insights; Implements actions in support of defined agenda and project objectives  
**Value:** Document sources and assumptions while communicating linkages of work modules to the larger assignment objectives  
**Education:** MBA or other graduate degrees. Some hold PhD qualifications in economics, finance, organizational development, or other business-related specialties  
**Experience:** Generally over 3 years experience in performing sophisticated hypothesis-driven analysis; possess significant knowledge of an industry such as automotive, health and pharmaceuticals, transportation, energy/utilities, communications, financial services, or consumer/media.

#### **MOBIS Labor Category Descriptions**

##### **Applicable to SIN 874-4: Training Services (only)**

Each Training labor category is defined with regard to education, general experience, specialized experience requirements and duties. Training and certification requirements for a labor category are identified in the specialized experience description. The duties normally performed by a person assigned to a labor category position are defined.

Booz Allen recognizes that successful performance depends on having the right skills and experience. These skills and experience, in turn, are acquired through the proper mix of education and professional experience. Increasingly, we find that the skills needed to support advanced technology efforts, and to meet today's problems and tomorrow's challenges, are not always supported by a traditional education and work experience combination.

**Senior Program Manager:** Responsible for the oversight and management aspects of training development, including project budgets, delivery schedules, staff management, deliverables, etc.

**Education:** Bachelors

**Experience:** 10-15 years

**Junior Program Manager:** Responsible for the oversight and management aspects of training development, including project budgets, delivery schedules, staff management, deliverables, etc.

**Education:** Bachelors

**Experience:** 4-9 years

**Instructional Systems Designer III:** Conducts training analysis, designs and develops training curricula, designs and develop multimedia/web storyboards and training, and measures and evaluates effectiveness of training.

**Education:** Bachelors

**Experience:** 10-15 years

**Instructional Systems Designer II:** Conducts training analysis, designs and develops training curricula, designs and develop multimedia/web story boards and training, and measures and evaluates effectiveness of training.

**Education:** Bachelors

**Experience:** 4-9 years

**Instructional Systems Designer I:** Conducts training analysis, designs and develops training curricula, designs and develop multimedia/web storyboards and training, and measures and evaluates effectiveness of training.

**Education:** High School

**Experience:** 1-3 years

**Programmer/Multimedia Developer III:** Provides programming and multimedia support for training projects, including authoring content in various authoring languages.

**Education:** Bachelors

**Experience:** 10-15 years

**Programmer/Multimedia Developer II:** Provides programming and multimedia support for training projects, including authoring content in various authoring languages.

**Education:** Bachelors

**Experience:** 4-9 years

**Programmer/Multimedia Developer I:** Provides programming and multimedia support for training projects, including authoring content in various authoring languages.

**Education:** High School

**Experience:** 1-3 years

**Multimedia Graphic Artist III:** Designs and produces graphics in support of training development projects. Provides technical knowledge and expertise on computer graphics, digital photography, videography, Flash animations, etc.

**Education: Bachelors**

**Experience:** 10-15 years

**Multimedia Graphic Artist II:** Designs and produces graphics in support of training development projects. Provides technical knowledge and expertise on computer graphics, digital photography, videography, Flash animations, etc.

**Education: Bachelors**

**Experience:** 4-9 years

**Multimedia Graphic Artist I:** Designs and produces graphics in support of training development projects. Provides technical knowledge and expertise on computer graphics, digital photography, videography, Flash animations, etc.

**Education: High School**

**Experience:** 1-3 years

**Training Quality Assurance Specialist III:** Performs quality assurance reviews of all the types of training products, including instructional material, storyboards, multimedia products, etc.

**Education: Bachelors**

**Experience:** 10-15 years

**Training Quality Assurance Specialist II:** Performs quality assurance reviews of all the types of training products, including instructional material, storyboards, multimedia products, etc.

**Education: Bachelors**

**Experience:** 4-9 years

**Training Quality Assurance Specialist I:** Performs quality assurance reviews of all the types of training products, including instructional material, storyboards, multimedia products, etc.

**Education: High School**

**Experience:** 1-3 years

**Content Subject Matter Expert/Instructor III:** Provides subject matter expertise support to all types of training development projects, including content review and feedback to development staff, as well as delivery of the training.

**Education: Bachelors**

**Experience:** 10-15 years

**Content Subject Matter Expert/Instructor II:** Provides subject matter expertise support to all types of training development projects, including content review and feedback to development staff, as well as delivery of the training.

**Education: Bachelors**

**Experience:** 4-9 years

**Content Subject Matter Expert/Instructor I:** Provides subject matter expertise support to all types of training development projects, including content review and feedback to development staff, as well as delivery of the training.

**Education: High School**

**Experience:** 1-3 years

**Training Software Architect III:** Provides subject matter expertise to support all types of training development projects, including systems design, selection, development, integration, and support.

**Education: Bachelors**

**Experience:** 7-10 years

**Training Software Architect II:** Provides subject matter expertise to support all types of training development projects, including systems design, selection, development, integration, and support.

**Education: Bachelors**

**Experience:** 4-6 years

**Training Software Architect I:** Provides subject matter expertise to support all types of training development projects, including systems design, selection, development, integration, and support.

**Education: High School**

**Experience:** 1-3 years

**Training Data Engineer III:** Provides subject matter expertise and data engineering to support all types of training development projects, including systems design, selection, development, integration, and support.

**Education: Bachelors**

**Experience:** 7-10 years

**Training Data Engineer II:** Provides subject matter expertise and data engineering to support all types of training development projects, including systems design, selection, development, integration, and support.

**Education: Bachelors**

**Experience:** 4-6 years

**Training Data Engineer I:** Provides subject matter expertise and data engineering to support all types of training development projects, including systems design, selection, development, integration, and support.

**Education: High School**

**Experience:** 1-3 years

**Administrative/Clerical I:** Provides general-purpose administrative and clerical support for project tasks. May include secretarial, word processing, graphics, desktop publishing, editing, and coordination.

**Education: High School**

**Experience:** 1-5 years

## EXPERIENCE & DEGREE SUBSTITUTION

The above describes the functional responsibilities and education and experience requirements for each labor category. These requirements are a guide to the types of experience and educational background of typical personnel in each labor category.

Education and experience may be substituted for each other. Each year of relevant experience may be substituted for one year of education, and vice versa. In addition, certifications, professional licenses, and vocational technical training may be substituted for experience or education.

Degree/Experience Equivalency\*

Degree	Experience Equivalence	Other Equivalence
Bachelors	Associate degree +2 years relevant experience, or 4 years relevant experience	Professional certification
Masters	Bachelors +2 years relevant experience, or Associated + 4 years relevant experience	Professional license
Doctorate	Masters + 2 years relevant experience, Bachelors + 4 years relevant experience	

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

## LOGWORLD Labor Category Descriptions

Each labor category specified below is defined with regard to education, general experience, and specific experience requirements. Training and certification requirements for a labor category are specified in the specific experience description. The duties normally performed by a person assigned to a labor category position are defined.

Booz Allen recognizes that successful performance depends on having the right skills and experience. These skills and experience, in turn, are acquired through the proper mix of education and professional experience. More and more, we find that the skills needed to support advanced technology efforts, and to meet today's problems and tomorrow's challenges, are not always supported by a traditional education and work experience combination. Therefore, Booz Allen may substitute between equivalent experience and education in order to provide the quality of services required by the client.

### PROGRAM MANAGEMENT

#### 1. EXECUTIVE MANAGER

**Education:** M.S., M.A., or MBA degree.

**General Experience:** Typically has more than 12 years experience in managing large, complex multi-disciplinary projects in a task order environment.

**Duties:** Performs senior level leadership and oversight of large, complex, and sensitive logistics efforts. The Executive Manager would work with the most senior members of the client organization to ensure that overall project direction and expectations are being met. May perform data collection and interviews with senior government personnel (e.g. SES and Appointees). Directs activities for those logistics engagement for which they are responsible. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities. May facilitate meetings with Senior Government personnel. Where appropriate, the Executive Manager would oversee the activities of all contract personnel.

#### 2. PROGRAM MANAGER

**Education:** M.S., M.A., or MBA degree.

**General Experience:** Typically has more than 10 years experience in managing large, complex multi-disciplinary projects in a task order environment.

**Duties:** Performs day-to-day management of overall contract support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs, and coordinates the planning and production of all contract support activities. Demonstrates written and oral communication skills. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities. The Program Manager maintains and manages the client interface at the senior levels of the client organization.

#### 3. PROJECT MANAGER

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 8 or more years experience in managing large, complex technical efforts involving multiple facets of an engineering discipline.

**Duties:** Performs day-to-day management of assigned task order projects that involve teams of engineers, scientists, and management professionals involved in analyzing, designing, integrating, training, testing, documenting, implementing, or maintaining complex systems. Demonstrates proven skills in those technical areas addressed by the specific task order to be managed. Organizes, directs, and coordinates planning and production of all activities associated with assigned task order projects. Demonstrates written and oral communication skills. The Project Manager interfaces directly with the Government Project Manager or Program manager in the management and execution of the assigned task.

#### **4. TASK MANAGER, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** 8 years of management and supervisory experience

**Duties:** Acts as the overall manager and administrator for the contract effort. Serves as the working level primary interface and point of contact with Government program authorities and representatives on program/project and contract administration issues. Supervises program/project operation by developing management procedures and controls, planning and directing project execution, and monitoring and reporting progress. Manages acquisition and employment of program/project resources. Manages and controls financial and administrative aspects of the program/project with respect to contract requirements.

#### **5. TASK MANAGER**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 4 to 6 years experience in managing complex engineering or technical efforts involving multidisciplinary teams. At least 3 years of direct supervision of personnel involved in executing tasks in a task order environment. Must be capable of leading projects that involve the successful management of teams composed of subject matter experts, engineers, scientists, and/or management professionals engaged in technical/analytical support efforts.

**Duties:** Performs day-to-day management of individual contract task orders. Organizes, directs, and coordinates planning and production of all task order support activities. Demonstrates written and oral communication skills. Works (as necessary) with corporate management to direct effective contract support activities. Maintains primary client interface at the task order level. Manages contractor staff assigned to specific task order.

#### **6. PROJECT LEAD, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** 6 years of management and supervisory experience which included performance of the foregoing functions with respect to DoD programs/projects.

**Duties:** Serves as the primary on-site interface and point of contact with Government Site authorities and representatives on program/project and contract administration issues. Supervises program/project operation by developing management procedures and controls, planning and directing project execution, and monitoring

and reporting progress. Manages acquisition and employment of program/project resources. Manages and controls financial and administrative aspects of the program/project with respect to contract requirements

## **7. PROJECT LEAD**

**Education:** B.A. or B.S. degree.

**General Experience:** 3-6 years or; 7 years of relevant experience is required if candidate does not possess a Bachelor's degree.

**Duties:** Performs day-to-day management of individual contract task orders. Organizes, directs, and coordinates planning and production of all task order support activities. Demonstrates written and oral communication skills. Works (as necessary) with corporate management to direct effective contract support activities. Maintains primary client interface at the task order level. Manages contractor staff assigned to specific task order.

## **8. PROGRAM SPECIALIST**

**Education:** B.A. or B.S. degree

**General Experience:** 0 years of experience or; 5 additional years of relevant experience will substitute for bachelor's degree.

**Duties:** Provides program management support to engineering staff. Support includes project scheduling, financial management, briefing, coordination and graphic presentation.

## **9. RISK MANAGER, LEVEL II**

**Education:** M.S., M.A., or MBA degree.

**General Experience:** 15 years of experience or; May substitute 15 years of direct relevant experience for Masters/PHD or 10 years of direct relevant experience for Bachelors.

**Duties:** Responsible for developing, monitoring and reporting programmatic risk. Ability to outline and report against the programs strategic objectives and assess exposures and limits. Provide analysis of potential risks and prepare risk mitigation plans as necessary. Develop and implement methodologies for the assessment of risk factors.

## **10. RISK MANAGER, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** 5 Years or; 9 years of direct relevant technical experience may be substituted for education

**Duties:** Responsible for developing, monitoring and reporting programmatic risk. Ability to outline and report against the programs strategic objectives and assess exposures and limits. Provide analysis of potential risks and prepare risk mitigation plans as necessary. Develop and implement methodologies for the assessment of risk factors.

## **11. QUALITY ASSURANCE MANAGER**

**Education:** B.A. or B.S. degree.

**Basic Experience:** 5 Years

**Duties:** Experience as a Quality Manager in a MIL-Q-9858A, MIL-I-45208 or ISO-9000 environment.

## **12. DESIGN CONFIGURATION MANAGER**

**Education:** B.A. or B.S. degree.

**General Experience:** 5 Years Progressive experience in managing design drawings, engineering changes and notices, and planning/conducting design audits. In addition, must have at least two (2) years of supervisory experience and skills.

**Duties:** Work closely with program management, systems engineers, quality managers and representatives, draftsmen and design/manufacturing engineers in a concurrent engineering environment; Develop and administer Configuration Management Plans; Prepare for and conduct major configuration audits.

## **SUBJECT MATTER EXPERTS**

### **13. SENIOR LOGISTICS SUBJECT MATTER EXPERT (SME)**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 12 or more years of experience providing logistics support for major systems or conducting logistics analyses.

**Duties:** Provides high-level consultation support to task personnel involved in performing tasking associated with logistics engineering, analytical, or acquisition projects. Provides guidance on the preparation of integrated logistic plans and policies and procedures for logistic support for major systems. Ensures that proper logistics considerations are included in system development processes at each major milestone. Performs analyses to determine system maintainability, reliability, and supportability requirements. Documents results of the analysis in a report format. Develops systems maintenance concepts and plans and life-cycle supply requirements and processes to meet supply requirements. Performs cost analyses associated with systems logistic support and develops and reviews systems acquisition projects' operating plans and procedures to ensure logistic support considerations are included. Performs technical training, configuration management, and quality assurance. Provides oversight and guidance to junior logistics personnel.

### **14. JUNIOR LOGISTICS SUBJECT MATTER EXPERT (SME)**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 8 or more years of experience providing logistics support for major systems or conducting logistics analyses.

**Duties:** Provides high-level consultation support to task personnel involved in performing tasking associated with logistics engineering, analytical, or acquisition projects. Provides guidance on the preparation of integrated logistic plans and policies and procedures for logistic support for major systems. Ensures that proper logistics considerations are included in system development processes at each major milestone. Performs analyses to determine system maintainability, reliability, and supportability requirements. Documents results of the analysis

in a report format. Develops systems maintenance concepts and plans and life-cycle supply requirements and processes to meet supply requirements. Performs cost analyses associated with systems logistic support and develops and reviews systems acquisition projects' operating plans and procedures to ensure logistic support considerations are included. Performs technical training, configuration management, and quality assurance. May supervise junior technical staff.

## 15. LOGISTICS SME

**Education:** BA / BS

**General Experience:** 6 years of experience.

**Duties:** Works independently under general guidelines or objectives. Possesses advanced technical and managerial skills; fully knowledgeable and experienced in all aspects of a program or functional area. Applicable functional areas include systems engineering, network engineering, acquisition management, business process reengineering, specialty engineering (e.g., communications, systems safety, quality assurance, test and evaluation, human factors, reliability and maintainability, systems security etc.), organizational planning, financial management, acquisition logistics, configuration and data information systems, and support or program management. Manages a single systems acquisition program/project or major functional area. Fully knowledgeable of all aspects of the program or programs under his/her management. Establishes objectives and requirements. Develops budgets. Develops program/project standards and schedules. Monitors outside resources. Has experience or extensive knowledge with the processes and procedures relative to the functional area. Coordinates, reviews and supervises work of assigned staff. Reviews/oversees the preparation of all related documentation. Conducts program reviews, meetings, etc. Performs other related duties as assigned

## LOGISTICIANS

### 16. LOGISTICS SPECIALIST, LEVEL III

**Education:** BA/BS

**General Experience:** 8 years logistics experience or a certified Professional Logistician (CPL) certificate with four (4) years additional related experience.

**Duties:** Plans, develops and executes logistic program activities from conceptual stage through life cycle of product. Develops and implements logistics program activities including ILS, technical documentation, RAM, provisioning, etc.; coordinates efforts of subcontractors and field service personnel; resolves logistics problems; and compiles data on standardization and interchangeability of parts to expedite logistic activities.

### 17. LOGISTICS SPECIALIST, LEVEL II

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 5 to 7 years experience providing logistic analysis for acquisition and operations functions.

**Duties:** Supports the program manager and task managers in the performance of logistics technical analyses. This includes the review of logistics policy and guidance, development of logistics support plans, and providing input to other acquisition milestone documentation. Provides support and logistics expertise to logistics strategic

planning efforts, business process reengineering efforts, and various financial analyses. Assist in the conduct of specific technical analyses such as capacity planning, warehousing analyses, and transportation analysis. Assists in the conduct of system design alternatives analysis and other logistics analyses. Provides guidance and supervision to junior logistics specialist personnel.

#### **18. ILS SPECIALIST**

**Education:** Associate's degree

**General Experience:** Five years of recent full time experience in industry or Government supporting manufacturing, repair, upgrade, and refurbishment of equipment.

**Duties:** Preparing/editing DOD technical documents as well as availability and maintainability (RAM) analysis of complex mechanical and electronics systems/equipment.

#### **19. LOGISTICS SPECIALIST, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 3 to 5 years experience providing logistic support for major systems.

**Duties:** Supports the program manager and task managers in the performance of logistics technical analyses. This includes the review of logistics policy and guidance, development of logistics support plans, and providing input to other acquisition milestone documentation. Provides support and logistics expertise to logistics strategic planning efforts, business process reengineering efforts, and various financial analyses. Assist in the conduct of specific technical analyses such as capacity planning, warehousing analyses, and transportation analysis. Assists in the conduct of system design alternatives analysis and other logistics analyses.

#### **20. LOGISTICIAN**

**Education:** BA/BS

**General Experience:** 3 years of experience in performing logistics functions with respect to DoD programs/projects.

**Duties:** Performs various tasks related to the development, operation, evaluation, and improvement of AIS supportability and/or maintainability programs. Works on logistics and maintainability programs and with logistics and maintenance control organizations on issues such as: technical evaluation and identification of weapon systems logistics requirements and resources; development of logistics support and maintainability programs or plans; systems acquisition requirements analysis; budgetary or financial analysis and control; life cycle cost analysis and control; AIS hardware and software standardization and compatibility; Integrated Logistics Support (ILS)/Reliability & Maintainability (R&M) program test and evaluation planning and execution; and, ILS/R&M program management analysis. Collects, compiles, analyzes, investigates, researches, or applies logistics, maintenance, acquisition, or financial data and information. Develops, modifies, prepares, or validates documentation in relation to automated logistics or maintenance data reporting systems, and management information systems

#### **21. TECHNICAL WRITER, LEVEL II**

**Education:** BA or BS Degree.

**General Experience:** 5 years of experience in writing, editing and managing technical documentation and operator/maintenance manuals for military systems and equipments.

**Duties:** Knowledge of applicable military standards, specifications and test practices is required. Must be able to conceptualize, format, structure, write, edit and finalize technical manuals, orders, specifications, modification work orders, and test plans, procedures and results.

## **22. TECHNICAL WRITER, LEVEL I**

**Education:** BA or BS Degree.

**General Experience:** 3 years of experience in writing, editing and managing technical documentation and operator/maintenance manuals for military systems and equipments.

**Duties:** Prepares technical documentation for electronic and mechanical equipment.

## **23. TECHNICAL WRITER**

**Education:** Bachelor's or postgraduate degree

**General Experience:** 3 years of experience performing the foregoing technical writing/editing functions

**Duties:** Develops, writes, revises, and edits reports, articles, manuals, specifications, presentation materials, and other technical documents. Uses rough outlines and resource materials and interprets information obtained through research or provided by technical specialists. Applies knowledge of AIS documentation content and format standards to prepare, edit and publish technical materials.

## **ACQUISITION**

### **24. SENIOR ACQUISITION SUBJECT MATTER EXPERT**

**Education:** B.A. or B.S. degree.

**General Experience:** 12 or more years of experience in the field of acquisition.

**Duties:** Provides high-level subject matter acquisition expertise in support of logistics planning and analytical activities. Is familiar with the Federal Acquisition Regulations (FAR) and can apply the concepts in the context of logistics task efforts. Is familiar with the Government's process for acquisition programs and the various program reviews required for acquisition approval. Provides guidance on the government contracting process to include: development of the solicitation material, the solicitation review process, and the contract award process. Additionally, the Acquisition SME can assist the development of milestone documentation to support a major systems acquisition. Capable of managing separate task orders related to Acquisition and can provide overall management and guidance to Junior Acquisition SME and acquisition specialist personnel.

### **25. JUNIOR ACQUISITION SUBJECT MATTER EXPERT**

**Education:** B.A. or B.S. degree.

**General Experience:** 8 or more years of experience in the field of acquisition.

**Duties:** Provides high-level subject matter acquisition expertise in support of logistics planning and analytical activities. Is familiar with the Federal Acquisition Regulations (FAR) and can apply the concepts in the context of logistics task efforts. Is familiar with the Government's process for acquisition programs and the various program reviews required for acquisition approval. Provides guidance on the government contracting process to include: development of the solicitation material, the solicitation review process, and the contract award process. Additionally, the Acquisition SME can assist the development of milestone documentation to support a major systems acquisition. May supervise acquisition specialists.

## **26. ACQUISITION SPECIALIST, LEVEL II**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 5 to 7 years experience providing acquisition logistic support.

**Duties:** Provides a full spectrum of acquisition logistics support to a product or system throughout its entire life-cycle. Responsibilities would include: general logistics consultation support, development, and preparation of acquisition milestone documentation, acquisition planning, development of specifications/performance-based work statements, and/or integrated logistics support plans (ILSPs). Additional responsibilities may include: performing market analyses, conducting needs assessments, configuration management support, development/management of maintenance procedures/technical manuals, and vendor management. Duties may also include conducting various logistics support analyses, to include: spares modeling, field problem analysis, reliability studies, maintainability studies, and equipment readiness analyses. Also would provide assistance in developing and monitoring program funding plans. Performs day-to-day management of assigned task order projects in the acquisition logistics area. Organizes, directs, and supervises other project personnel in the execution of task order activities.

## **27. ACQUISITION SPECIALIST, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 3 to 5 years experience providing acquisition logistic support.

**Duties:** Assists in providing a full spectrum of acquisition logistics support to a product or system throughout its entire life-cycle. Responsibilities would include: General logistics consultation support, assistance in development and preparation of acquisition milestone documentation, acquisition planning, development of specifications/performance-based work statements, and integrated logistics support plans (ILSPs). Additional responsibilities may include: supporting market analyses, supporting customer needs assessments, configuration management support, assisting in development/management of maintenance procedures/technical manuals, and vendor management. Duties may also include assisting with various logistics support analyses, to include: spares modeling, field problem analysis, reliability studies, maintainability studies, and equipment readiness analyses. Also would provide assistance in developing and monitoring program funding plans

## **28. ACQUISITION SUPPORT SPECIALIST, LEVEL III**

**Education:** Bachelor's degree

**General Experience:** A total of at least 3 years of experience in performing the foregoing functions with respect to DoD programs/projects

**Duties:** Applies knowledge of DoD acquisition processes, and analytical methods or techniques to gather, analyze, and evaluate information required by program or project managers and customers. Draws conclusions and devises solutions to problems relating to improvement of acquisition effectiveness and compliance. Develops and drafts acquisition documentation and ensuring quality control. May perform work measurement studies, program or operations efficiency reviews, cost studies, or workload change impact analyses. Relies upon and uses automated management information systems in performing fact finding, analytical, and advisory functions

### **29. ACQUISITION SUPPORT SPECIALIST, LEVEL II**

**Education:** AA or 2 year technical school

**General Experience:** 3 years or; 4 years of additional direct relevant technical experience may be substituted for education

**Duties:** Provides functional and technical direction in the design, development, acquisition, production, fielding and post deployment support of government programs. Supports the government in overall product management policies, plans, requirements, execution, control and direction of the work and associated resources involved in providing life cycle management.

### **30. ACQUISITION SUPPORT SPECIALIST, LEVEL I**

**Education:** AA or 2 year technical school

**Generally Experience:** 1 year of experience

**Duties:** Provides functional and technical support in the design, development, acquisition, production, fielding and post deployment support of government programs. Supports the government in overall product management policies, plans, requirements, execution, control and direction of the work and associated resources involved in providing life cycle management.

## **LOGISTICS ENGINEERING**

### **31. LOGISTICS ENGINEER, LEVEL III**

**Education:** BA/BS

**General Experience:** 10 years of progressively more complex experience in hardware design, development, and documentation.

**Duties:** Must be capable of system conceptualization, system level requirements definition and system test and evaluation. Must be familiar with probability, reliability, statistical analysis methods, sampling and test and evaluation techniques, data collection and applicable regulations and standards.

### **32. LOGISTICS ENGINEER, LEVEL II**

**Education:** BA/BS

**General Experience:** 8 years of professional engineering experience in DoD programs/projects; with at least 4 years of the total experience as a team leader or supervisor

**Duties:** Acts as engineering team leader or supervisor, developing engineering procedures and controls, managing project efforts, and taking the lead in problem resolution. Interfaces with system or program contractors, vendors, and Government representatives regarding the technical aspects of engineering programs/projects. Independently applies engineering principles to investigate, analyze, plan, design, develop, implement, test, or evaluate automated information systems (AIS)s. Reviews and prepares engineering and technical analyses, reports, change proposals, and other technical documentation. Applies engineering experience to perform functions such as system integration, configuration management, quality assurance testing, or acquisition and resource management. Analyzes, designs, develops, implements, tests, or evaluates automated data processing software related to engineering or functional requirements of AISs, associated support systems, or management information systems.

### **33. LOGISTICS ENGINEER, LEVEL I**

**Education:** BA/BS

**General Experience:** 4 years of progressively more complex experience in the development, integration, and improvement of hardware/information systems interfaces through process modeling and analysis.

**Duties:** Applies engineering principles to investigate, analyze, plan, design, develop, implement, test, or evaluate hardware systems or automated information systems (AIS)s. Reviews and prepares engineering and technical analyses, reports, change proposals, and other technical documentation. Applies engineering experience to perform functions such as system integration, configuration management, quality assurance testing, or acquisition and resource management. Analyzes, designs, develops, implements, tests, or evaluates functional requirements of hardware systems, AISs, associated support systems, or management information systems.

### **34. LOGISTICS ENGINEER**

**Education:** BA/BS

**General Experience:** 4 years or; 6 years related military service can be substituted for degree.

**Duties:** Shall have four years experience in NDI methods including florescent penetrant, magnetic particle, ultrasonic, eddy current, x-ray and computer topography methods and disciplines. Must have Certification by the American Society of Nondestructive Testing (ASNT) at Level III or Military equivalent ASNT certification. In addition, knowledge of fractures mechanics, probability of detection and confidence levels of inspections is required.

## **DISTRIBUTION AND PROPERTY MANAGEMENT**

### **35. SENIOR TRANSPORTATION SUBJECT MATTER EXPERT**

**Education:** B.A. or B.S. degree.

**General Experience:** 12 or more years of experience in the field of distribution and transportation logistics.

**Duties:** Provides high-level consultation to distribution and transportation analyses. Provides expertise in distribution system analysis, development, and management; location modeling and distribution network analysis. Also provides technical assistance in fleet planning; operations and maintenance; carrier management and/or routing; and freight management (forwarding, consolidation). Provide consultation on distribution and transportation technology, including tracking system analysis, design, operations, and management). Capable of managing separate task orders related to transportation and can provide overall management and guidance to Junior transportation SMEs and transportation specialist personnel.

### **36. JUNIOR TRANSPORTATION SUBJECT MATTER EXPERT**

**Education:** B.A. or B.S. degree.

**General Experience:** 8 or more years of experience in the field of distribution and transportation logistics.

**Duties:** Provides high-level consultation to distribution and transportation analyses. Provides expertise in distribution system analysis, development, and management; location modeling and distribution network analysis. Also provides technical assistance in fleet planning; operations and maintenance; carrier management and/or routing; and freight management (forwarding, consolidation). Provide consultation on distribution and transportation technology, including tracking system analysis, design, operations, and management). Manages and directs transportation specialists.

### **37. TRANSPORTATION SPECIALIST, LEVEL II**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 5 to 7 years experience providing transportation consulting support.

**Duties:** Provides a full range of distribution and transportation analyses in support of Government programs. Supports the program manager by providing direct management and analytical support in distribution system analysis, development, and management; location modeling and distribution network analysis. Also provides analytical support and management of fleet planning; operations and maintenance; carrier management and routing; and freight management (forwarding, consolidation) activities. Provides analytical support and management of distribution and transportation technologies, including tracking system analysis, design, operations, and management). Performs day-to-day management of assigned task order projects in the transportation area. Organizes, directs, and supervises other project personnel in the execution of task order activities.

### **38. TRANSPORTATION SPECIALIST, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 2 to 4 years experience providing transportation consulting support.

**Duties:** Assists in providing a full range of distribution and transportation analyses in support of Government programs. Assists the program manager by providing direct management and analytical support in distribution

system analysis, development, and management; location modeling; and distribution network analysis. Also assists with analytical support and/or management of fleet planning, operations, and maintenance; carrier management and routing; and freight management (forwarding, consolidation) activities. Provides analytical assistance and management of distribution and transportation technologies, including tracking system analysis, design, operations, and management.

### **39. DEPLOYMENT OPERATIONS SPECIALIST**

**Education:** BA/BS

**General Experience:** 8 years of experience in military command, control and communications. Must have background in requirements analysis, advanced warfighting concepts and doctrine, and tactics, techniques, and procedures (TTP).

**Duties:** Experience in computer systems and their application to tactical programs is required. Analyzes and provides recommendations on issues dealing with system and operational architectures. Coordinates with user community representatives throughout all phases of development concerning requirements definition, clarification, prioritization, and alternatives. Applies emerging doctrine and tactics, to system design and development. Assesses the impact of programmatic and technical options on stated user requirements and doctrine.

### **40. SENIOR PACKAGING, HANDLING, STORAGE SME**

**Education:** B.A. or B.S. degree.

**General Experience:** 12 or more years of experience in the field of packaging, handling, and storage.

**Duties:** Provides high-level subject matter expertise for logistics analyses and other projects in the areas of packaging, storage, and transportation. Provides consultation on packaging issues such as packaging, labeling, bar-coding technology analysis, design, and implementation. Provides consultation in the area of material handling, to include analyses to support the design, operations, and maintenance of materiel handling systems; hazardous material handling procedures; recycling; and shipping/receiving. Provides consultation to logistics analyses in the areas of storage, to include: preservation, packing and crating, and/or storage of hazardous materials. Provides oversight and management of junior logistics personnel.

### **41. JUNIOR PACKAGING, HANDLING, STORAGE SME**

**Education:** B.A. or B.S. degree.

**General Experience:** 8 or more years of experience in the field of packaging, handling, and storage.

**Duties:** Provides high-level subject matter expertise for logistics analyses and other projects in the areas of packaging, storage, and transportation. Provides consultation on packaging issues such as packaging, labeling, bar-coding technology analysis, design, and implementation. Provides consultation in the area of material handling, to include analyses to support the design, operations, and maintenance of materiel handling systems; hazardous material handling procedures; recycling; and shipping/receiving. Provides consultation to logistics analyses in the areas of storage, to include: preservation, packing and crating, and/or storage of hazardous materials.

#### **42. PACKAGING, HANDLING, AND STORAGE SPECIALIST, LEVEL II**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 5 to 7 years experience providing PHS support for major systems.

**Duties:** Directly supports the project/task manager in the execution of task order activities in the area of packaging, handling, and storage (PHS). Performs day-to-day management of assigned task order projects in the PHS area. Organizes, directs, and supervises other project personnel in the execution of task order activities. Provides technical assistance and analytical support for logistics analyses and other projects in the areas of packaging, storage, and/or transportation. Provides technical/analytical/ engineering support on packaging issues such as packaging, labeling, bar-coding technology analysis, design, and/or implementation. Provides technical/analytical/ engineering support in the area of material handling, to include analyses to support the design, operations, and maintenance of material handling systems; hazardous material handling procedures; recycling; and shipping/receiving. Provides technical/ analytical/engineering to logistics analyses in the areas of storage, to include: preservation, packing and crating, storage of hazardous materials.

#### **43. PACKAGING, HANDLING, AND STORAGE ENGINEER, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 3 to 5 years experience providing logistic support for major systems.

**Duties:** Directly supports the project/task manager in the execution of task order activities in the area of packaging, handling, and storage. Provides technical assistance and analytical support for logistics analyses and other projects in the areas of packaging, storage, and transportation. Provides technical/analytical/engineering assistance on packaging issues such as packaging, labeling, bar-coding technology analysis, design, and/or implementation. Provides technical/analytical/engineering assistance in the area of material handling, to include analyses to support the design, operations, and maintenance of material handling systems; hazardous material handling procedures; recycling; and shipping/receiving. Provides technical/analytical/ engineering assistance to logistics analyses in the areas of storage, to include: preservation, packing and crating, storage of hazardous materials.

#### **44. LOGISTICS DOCUMENTATION SPECIALIST**

**Education:** Associate's degree.

**General Experience:** A minimum of 5 years of experience in this area.

**Duties:** Assists in collecting and organizing information for preparation of user manuals, training materials, installation guides, proposals, and reports. Edits functional descriptions, system specifications, user manuals, special reports, and any other customer deliverables and documents. Assists in performing financial and administrative functions. Must demonstrate the ability to work independently or under only general direction.

#### **45. TRANSPORTATION/PACKAGING SPECIALIST, LEVEL II**

**Education:** BA/BS

**General Experience:** 10 years of experience or; 10 years of direct relevant technical experience may be substituted for education

**Duties:** Must be knowledgeable of and have experience in developing, monitoring and executing transportation plans. Ability to create, execute and monitor through completion shipping documents such as Commercial Bills of lading (CBL) and Government Bills of Lading (GBL). Must have ability to reconcile automated systems in use of tracking, monitoring and shipping. Must have knowledge and experience in commercial and DOD packaging requirements.

#### **46. TRANSPORTATION/PACKAGING SPECIALIST, LEVEL I**

**Education:** BA/BS

**General Education:** 5 Years of experience or; 8 years of direct relevant technical experience may be substituted for education

**Duties:** Must be knowledgeable of and have experience in developing, monitoring and executing transportation plans. Ability to create, execute and monitor through completion shipping documents such as Commercial Bills of lading (CBL) and Government Bills of Lading (GBL). Must have ability to reconcile automated systems in use of tracking, monitoring and shipping. Must have knowledge and experience in commercial and DOD packaging requirements.

#### **47. SUPPLY AND PARTS MANAGEMETN SPECIALIST, LEVEL IV**

**Education:** BA/BS

**General Experience:** 10 years of experience or; 10 years of direct relevant technical experience may be substituted for education

**Duties:** Experience should include hardware or commercial supply and parts inventory, part and item identification or inspection, or cataloging commercial parts and items. Background may include preparing parts lists from engineering drawings, stockroom work where parts are handled and identified, or any activity which involves the selection, replacement, or substitution of commercial parts. Capable of transcribing selected source data onto data processing load sheets.

#### **48. SUPPLY AND PARTS MANAGEMETN SPECIALIST, LEVEL III**

**Education:** BA/BS

**General Experience:** 5 Years of experience or; 8 years of direct relevant technical experience may be substituted for education

**Duties:** Experience should include hardware or commercial supply and parts inventory, part and item identification or inspection, or cataloging commercial parts and items. Background may include preparing parts lists from engineering drawings, stockroom work where parts are handled and identified, or any activity which involves the selection, replacement, or substitution of commercial parts. Capable of transcribing selected source data onto data processing load sheets.

#### **49. SUPPLY AND PARTS MANAGEMETN SPECIALIST, LEVEL II**

**Education:** BA/BS

**General Experience:** 3 years of experience or; 4 years of additional direct relevant technical experience may be substituted for education

**Duties:** Experience should include hardware or commercial supply and parts inventory, part and item identification or inspection, or cataloging commercial parts and items. Background may include preparing parts lists from engineering drawings, stockroom work where parts are handled and identified, or any activity which involves the selection, replacement, or substitution of commercial parts. Capable of transcribing selected source data onto data processing load sheets.

#### **50. SUPPLY AND PARTS MANAGEMETN SPECIALIST, LEVEL I**

**Education:** AA or 2 year Technical school

**Generally Experience:** 1 year of experience

**Duties:** Experience should include hardware or commercial supply and parts inventory, part and item identification or inspection, or cataloging commercial parts and items. Background may include preparing parts lists from engineering drawings, stockroom work where parts are handled and identified, or any activity which involves the selection, replacement, or substitution of commercial parts. Capable of transcribing selected source data onto data processing load sheets.

#### **51. SUPPLY AND PARTS MANAGEMETN SPECIALIST**

**Education:** High School or GED

**General Experience:** 1 Year

**Duties:** Experience should include hardware or commercial supply and parts inventory, part and item identification or inspection, or cataloging commercial parts and items. Background may include preparing parts lists from engineering drawings, stockroom work where parts are handled and identified, or any activity which involves the selection, replacement, or substitution of commercial parts. Capable of transcribing selected source data onto data processing load sheets.

#### **52. PROPERTY MANAGEMENT SPECIALIST, LEVEL IV**

**Education:** BA/BS

**General Experience:** 10 years of experience or; 10 years of direct relevant technical experience may be substituted for education

**Duties:** Maintains property records, and performs property inventory and property management functions. Must be capable of managing operations of a supply facility to include stock level maintenance, and logistics planning. Must be capable of managing commercial credit card accounts, material requisition process and budgets. Must be capable of managing repair and relocation of office equipment and furniture. Must be capable

of training new supply/property management specialists, and providing inputs to local property management policies/procedures. Knowledge of Army supply/property management policies and procedures is required.

### **53. PROPERTY MANAGEMENT SPECIALIST, LEVEL III**

**Education:** BA/BS

**General Experience:** 5 years of experience or; 8 years of direct relevant technical experience may be substituted for education

**Duties:** Maintains property records. Performs property inventory and property management functions to include operation of automated bar-code scanning equipment. Must be able to operate computer equipment and customized software packages to track property. Must be capable of assisting with operations of a supply room to include stocking shelves, inventorying, shopping for resupply items, and issuing consumable supplies to customers. Must be capable of assisting with turn-in, repair, and relocation of equipment and furniture. Knowledge of Army supply/property management policies and procedures is desirable.

### **54. PROPERTY MANAGEMENT SPECIALIST, LEVEL II**

**Education:** AA or 2 year technical school

**General Experience:** 3 years of experience or; 4 years of additional direct relevant technical experience may be substituted for education

**Duties:** Maintains property records. Performs property inventory and property management functions to include operation of automated bar-code scanning equipment. Must be able to operate computer equipment and customized software packages to track property. Must be capable of assisting with operations of a supply room to include stocking shelves, inventorying, shopping for resupply items, and issuing consumable supplies to customers. Must be capable of assisting with turn-in, repair, and relocation of equipment and furniture. Knowledge of Army supply/property management policies and procedures is desirable.

### **55. PROPERTY MANAGEMENT SPECIALIST, LEVEL I**

**Education:** AA or 2 year technical school

**Generally Experience:** 1 year of experience

**Duties:** Maintains property records. Performs property inventory and property management functions to include operation of automated bar-code scanning equipment. Must be able to operate computer equipment and customized software packages to track property. Must be capable of assisting with operations of a supply room to include stocking shelves, inventorying, shopping for resupply items, and issuing consumable supplies to customers. Must be capable of assisting with turn-in, repair, and relocation of equipment and furniture. Knowledge of Army supply/property management policies and procedures is desirable.

## **STRATEGY AND TRANSFORMATION**

### **56. SENIOR LOGISTICS STRATEGIST**

**Education:** M.S., M.A., or MBA degree.

**General Experience:** Typically has 13 or more years experience in providing strategic planning across various functional areas for the Federal Government.

**Duties:** Provides facilitation and strategic planning expertise for logistics engagements. Assists organizations with review of their mission, vision, goals, and objectives and helps formulate the organization's strategic plan. Provides guidance in the development of overarching logistics strategies to support the organization's strategic plan. Facilitates the conduct of strengths, weaknesses, opportunities, and threats (SWOT) analysis in support of strategic planning. Also facilitates the conduct of customer needs assessments to identify specific customer requirements for the strategic planning process. May also assist in the development of an enterprise logistics IT strategy. May also develop/facilitate strategic planning war games or other scenario-based strategic planning efforts. Provides management and oversight of Junior Logistics Strategist and other personnel supporting the strategic planning efforts.

### **57. JUNIOR LOGISTICS STRATEGIST**

**Education:** M.S., M.A., or MBA degree.

**General Experience:** Typically has 8 or more years experience in logistics and supply chain management.

**Duties:** Provides facilitation and strategic planning expertise for logistics engagements. Assists organizations with review of their mission, vision, goals, and objectives and helps formulate the organization's strategic plan. Provides guidance in the development of overarching logistics strategies to support the organization's strategic plan. Facilitates the conduct of strengths, weaknesses, opportunities, and threats (SWOT) analysis in support of strategic planning. Also facilitates the conduct of customer needs assessments to identify specific customer requirements for the strategic planning process. May also assist in the development of an enterprise logistics IT strategy. May also develop/facilitate strategic planning war games or other scenario-based strategic planning efforts. Provides management and oversight of personnel supporting the strategic planning efforts.

### **58. SENIOR PROCESS TRANSFORMATION SPECIALIST**

**Education:** M.S., M.A., or MBA degree.

**General Experience:** Typically has 13 or more years experience in business process leadership and analysis.

**Duties:** Manages business process reengineering transformation projects, requiring project leadership, planning, reporting, team member guidance, and issue resolution. Motivates management and transformation team members to help them understand opportunities for breakthrough changes. Develops a change management plan to guide the organization through the transformation of the old to the new and reengineered business processes. Develops implementation plans. Facilitates team meetings to assist management in making clear statements of corporate goals and quantifiable objectives. Defines data collection plan and directs process transformation data collection efforts. Directs performance measurement and cycle time analysis to define performance expectations and quantify the measures of how work is performed. Directs process modeling and simulation activities to complete the design of the business system and to model and simulate sub-processes. Oversees definition of roles, jobs, and teams, as well as staffing needs for reengineered business processes. Provides oversight for the design of career paths and incentive programs. Directs activity-based costing to quantify the labor costs associated with specific process tasks, based on current work volumes and staffing. Capable of managing separate task orders related to Process Transformation and can provide overall

management and guidance to Junior Process Transformation Specialist personnel. Manages Junior Process Transformation Specialists and other personnel supporting transformation projects.

#### **59. JUNIOR PROCESS TRANSFORMATION SPECIALIST**

**Education:** M.S., M.A., or MBA degree.

**General Experience:** Typically has 8 or more years experience in business process leadership and analysis.

**Duties:** Manages business process reengineering transformation projects, requiring project leadership, planning, reporting, team member guidance, and issue resolution. Motivates management and transformation team members to help them understand opportunities for breakthrough changes. Develops a change management plan to guide the organization through the transformation of the old to the new and reengineered business processes. Develops implementation plans. Facilitates team meetings to assist management in making clear statements of corporate goals and quantifiable objectives. Defines data collection plan and directs process transformation data collection efforts. Directs performance measurement and cycle time analysis to define performance expectations and quantify the measures of how work is performed. Directs process modeling and simulation activities to complete the design of the business system and to model and simulate sub-processes. Oversees definition of roles, jobs, and teams, as well as staffing needs for reengineered business processes. Provides oversight for the design of career paths and incentive programs. Directs activity-based costing to quantify the labor costs associated with specific process tasks, based on current work volumes and staffing. Manages Process Transformation Analysts and other project staff supporting a transformation effort.

#### **60. PROCESS TRANSFORMATION ANALYST, LEVEL II**

**Education:** B.A. or B.S. degree

**General Experience:** Typically has 5 to 7 years experience in business process leadership and analysis.

**Duties:** Manages business process reengineering transformation tasks, requiring task leadership, planning, reporting, team member guidance, and issue resolution. Collects data not limited to interviewing and focus group studies. Conducts performance measurement and cycle time analysis to define performance expectations and quantify the measures of how work is performed. Employs process modeling and simulation to complete the design of the business system and to model and simulate sub-processes. Defines roles, jobs, and teams, as well as staffing needs. Designs career paths and incentive programs. Performs activity-based costing to quantify the labor costs associated with specific process tasks, based on current work volumes and staffing.

#### **61. PROCESS TRANSFORMATION ANALYST, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 2 to 4 years of experience in business process analysis.

**Duties:** Collects data not limited to interviewing and focus group studies. Assists with performance measurement and cycle time analysis to define performance expectations and quantify the measures of how work is performed. Assists with process modeling and simulation to complete the design of the business system and to model and simulate sub-processes. Supports definition of roles, jobs, and teams, as well as staffing needs.

Assists with the design of career paths and incentive programs. Performs activity-based costing to quantify the labor costs associated with specific process tasks, based on current work volumes and staffing.

## **62. BUSINESS PROCESS ANALYST**

**Education:** BA/BS

**General Experience:** 2 years of experience.

**Duties:** Applies process improvement and reengineering methodologies and principles to conduct process modernization projects. Responsible for effective transitioning of existing project teams and the facilitation of project teams in the accomplishment of project activities and objectives. Provides group facilitation, interviewing, training, and provides additional forms of knowledge transfer. Key coordinator between multiple project teams to ensure enterprise-wide integration of reengineering efforts.

## **TRAINING**

### **63. TRAINING DESIGN SPECIALIST/INSTRUCTOR, LEVEL II**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 5 to 8 years experience in training design, development, and delivery.

**Duties:** Familiar with Instructional Systems Design Methodology. Supervises logistics training and instruction personnel and conducts research necessary to design, develop and revise logistics training courses and prepare appropriate training catalogs. Prepares all instructor materials (course outline, background material, and training aids). Prepares all student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, workshops, and seminars. Provides daily supervision of, and direction to, training staff.

### **64. TRAINING DESIGN SPECIALIST/INSTRUCTOR, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 5 to 8 years experience in training design, development, and delivery.

**Duties:** Familiar with Instructional Systems Design Methodology. Assists with the design, development, and revision of logistics training courses and assists with the preparation of appropriate training catalogs. Assists in preparation of instructor materials (course) outline, background material, and training aids). Supports development of all material (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, workshops, and seminars.

### **65. INSTRUCTOR, LEVEL II**

**Education:** BA/BS

**General Experience:** 5 Years or; 8 years of direct relevant technical experience may be substituted for education

**Duties:** Material developer for training courses and materials. Experience in conducting training courses. Instructors shall have a professional understanding of the principals of learning and teaching methods, and be able to demonstrate their ability to apply principals and methods.

#### 66. INSTRUCTOR, LEVEL I

**Education:** High School or GED

**General Experience:** 1 Year of experience.

**Duties:** Experience in materiel management and logistics support. This includes developing documentation and planning/executing the fielding and conducting New Equipment Training (NET) in support of C4ISR Systems and Equipment. Ability to administer and manage the planning, budgeting, and coordination of technical NET teams worldwide.

### LOGISTICS INFORMATION TECHNOLOGY

#### 67. INFORMATION TECHNOLOGY ARCHITECT

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has at least 8 or more years of experience in the Information Technology (IT) field.

**Duties:** Provides technical, managerial, and administrative direction for problem definition, analysis, requirements development, and implementation for logistics and related information systems. Makes recommendations and advises on organization-wide system improvements, optimization or maintenance efforts for logistics and related information systems in the following specialties: information systems architecture; networking; telecommunications; automation; communications protocols; risk management/electronic analysis; software; life-cycle management; software development methodologies; and modeling and simulation.

#### 68. INFORMATION TECHNOLOGY ENGINEER, LEVEL II

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 5 to 7 years experience in managing implementation of information engineering projects and experience in systems analysis, design, and programming.

**Duties:** Applies an enterprise-wide set of disciplines and processes for planning, analyzing, designing, constructing, and implementing information engineering for logistics systems. Develops analytical and computational techniques and methodology for problem solutions. Performs process and data modeling in support of the systems planning and analysis efforts, using manual and automated tools. Employs reverse engineering and reengineering disciplines to develop migration and planning documents. Supervises information engineers assigned to support system development or analysis efforts.

#### 69. JUNIOR INFORMATION TECHNOLOGY ARCHITECT

**Education:** B.A. or B.S. degree.

**Generally Experience:** 2 to 5 years of experience

**Duties:** Provides technical direction to design and development teams, and monitors progress and productivity through the use of metrics. Must be capable of providing detailed technical support for software development programs with minimal management supervision. Must have knowledge of modern software development processes, to include object-oriented development and use of tools, and how to apply them to software application program development. Must be capable of translating operational requirements into detailed software/system requirements. Must be capable of integrating COTS products into software/system architectures. Must be able to rapidly digest new tools and technologies and integrate them into existing products and processes. Must have knowledge of distributed systems, and issues regarding database replication and distribution for distributed systems. Additionally, must have a general understanding of communications protocols, and be able to quickly understand the Common Operating Environment and Army Technical Architecture guidelines. Must have demonstrated ability to provide software support on a large software development effort with minimal management supervision. Must have knowledge of modern software development processes and tools, and track record of applying them to programs.

#### **70. INFORMATION TECHNOLOGY ENGINEER, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 2 to 4 years experience in managing implementation of information engineering projects and experience in systems analysis, design, and programming.

**Duties:** Applies an enterprise-wide set of disciplines and processes for planning, analyzing, designing, constructing, and implementing information engineering for logistics systems. Develops analytical and computational techniques and methodology for problem solutions. Performs process and data modeling in support of the systems planning and analysis efforts, using manual and automated tools. Employs reverse engineering and reengineering disciplines to develop migration and planning documents.

#### **71. SENIOR INFORMATION TECHNOLOGY SPECIALIST**

**Education:** A bachelor's or postgraduate degree

**General Experience:** 6 years of experience performing the foregoing functions. At least 3 years of the foregoing total experience shall have been as a team leader or supervisor.

**Duties:** Independently applies knowledge of computer science principles, information management principles, automated data processing (ADP) functions, hardware and software systems' structures and operation, and computer programming languages and techniques to solve automation problems. Interfaces with and uses minicomputer and mainframe computer systems in addressing project objectives. Independently identifies and uses standard, unconventional and original mathematical, algorithmic, and programmatic approaches to define, plan, organize, design, develop, modify, test, and integrate data base or data processing systems, computer hardware systems and simulation models. Formulates architectural design, functional specifications, interfaces and documentation of hardware or software systems considering system interrelationships, operating modes and software or equipment configurations. Researches unconventional applications of software and operating systems in designing and developing new methodologies, significant modifications or adaptations of standardized techniques. Responsible for developing project plans, guidelines, and controls. May act as team or project leader, supervising and advising with respect to the work of other computer specialists, scientists, or technicians.

## **72. INFORMATION TECHNOLOGY SPECIALIST**

**Education:** BA/BS

**Experience:** 3 years of experience performing the foregoing functions or; 8 years of combined education (at the undergraduate level in any academic field) and experience performing the foregoing duties.

**Duties:** Applies knowledge of computer science principles, information management principles, automated data processing (ADP) functions, hardware and software systems' structures and operation, and computer programming languages and techniques to solve automation problems. Interfaces with and uses minicomputer and mainframe computer systems in addressing project objectives. Uses standard or conventional approaches, methods and techniques to define, plan, organize, design, develop, modify, test and integrate data base or data processing systems, computer hardware systems and simulation models. Assists in formulating architectural design, functional specifications, interfaces and documentation of hardware or software systems. Uses detailed specifications and adapt standardized techniques, methods, criteria and precedents to develop or modify portions of a system or program. Responsible for segments or phases of broader, more complex projects.

## **73. WEB APPLICATION DEVELOPER**

**Education:** Bachelor's Degree

**General Experience:** 5 years of experience in programming and server software operations

**Duties:** Must have experience in programming and server software operations, develops custom programs written in languages such as C++, C, Java, JavaScript, PERL, Active X, CGI, to name a few, designed to implement the EID and other functionality to improve overall site functionality. Creates Web front-end user interfaces to new or existing databases and applications using a combination of HTML, SQL, C, Visual Basic, Oracle or other languages to make applications and information accessible. Utilizes knowledge of operating systems such as UNIX, Windows NT, TCP/IP, focusing primarily on files within the server root, and performs the ongoing day-to-day operation of the server software, including maintaining system security, modifying configuration settings and backing up the system.

## **FINANCIAL ANALYSIS AND SUPPORT**

### **74. FINANCIAL ANALYST, LEVEL II**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 7 to 9 years financial analysis or management experience.

**Duties:** Provides support to technical logistics analyses. Provides cost estimating, life-cycle costing, and cost benefit analyses in support of acquisition programs and other logistics analyses. Supports the development and analysis of logistics support and information technology alternatives. Assists in the development of capital plans for major logistics acquisitions. Support logistics business process reengineering studies through the development of baseline cost models and "to be" cost models. Performs "should cost" analysis and trade studies related to cost trade-off options for major systems development or procurement. Prepares acquisition milestone program documentation to support milestone decisions. Prepares budget submissions in support of major logistics acquisition programs. Monitors program funding and expenditures. Performs day-to-day management

of assigned task order projects in the acquisition logistics area. Organizes, directs, and supervises other project personnel in the execution of task order activities.

#### **75. BUDGET ANALYST, LEVEL III**

**Education:** BA/BS

**General Experience:** 5 years of experience or; 7 years of experience in the budgeting/finance/accounting can be substituted for a Bachelor's Degree

**Duties:** Performs various budget functions involving the formulation, justification, and/or execution of budgets for organizations, programs, or projects. This work requires knowledge and skill in the application of related laws, regulations, policies, precedents, methods and techniques of budgeting.

#### **76. FINANCIAL ANALYST, LEVEL I**

**Education:** B.A. or B.S. degree.

**General Experience:** Typically has 4 to 6 years financial analysis or management experience.

**Duties:** Provides support to technical logistics analyses. Provides cost estimating, life-cycle costing, and cost benefit analyses in support of acquisition programs and other logistics analyses. Supports the development and analysis of logistics support and information technology alternatives. Assists in the development of capital plans for major logistics acquisitions. Supports logistics business process reengineering studies through the development of baseline cost models and "to be" cost models. Performs "should cost" analysis and trade studies related to cost trade-off options for major systems development or procurement. Prepares acquisition milestone program documentation to support milestone decisions. Prepares budget submissions in support of major logistics acquisition programs. Monitors program funding and expenditures.

#### **77. BUDGET ANALYST, LEVEL II**

**Education:** AA or 2 year technical school

**General Experience:** 3 years of experience or; 4 years of additional direct relevant technical experience may be substituted for education

**Duties:** Performs a variety of budgetary functions implementing the organizations budgetary program, policies, and procedures. Develops, formulates and revises the programs budget request. Responsible for developing estimates for civilian pay and benefits, travel and other Elements of Resource (EOR). Manages assigned program in accordance with funding limitations provided on Funding Authorization Documents (FADS). Consolidates the accuracy of budget data estimates by the use of statistical techniques, e.g., extensions, averages, trend analysis of historical data. Monitors and tracks obligations and expenditures for assigned activity accounts on related budgetary forms, schedules, and reports. Verifies that obligations and expenditures occur on a timely basis in accordance with the annual work plan and regulatory controls, and are within amounts programmed. Resolves any discrepancies.

#### **78. BUDGET ANALYST, LEVEL I**

**Education:** High School or GED

**General Experience:** 1 Year of experience.

**Duties:** Performs a variety of budgetary functions implementing the organizations budgetary program, policies, and procedures. Develops, formulates and revises the programs budget request. Responsible for developing estimates for civilian pay and benefits, travel and other Elements of Resource (EOR). Manages assigned program in accordance with funding limitations provided on Funding Authorization Documents (FADS). Consolidates the accuracy of budget data estimates by the use of statistical techniques, e.g., extensions, averages, trend analysis of historical data. Monitors and tracks obligations and expenditures for assigned activity accounts on related budgetary forms, schedules, and reports. Verifies that obligations and expenditures occur on a timely basis in accordance with the annual work plan and regulatory controls, and are within amounts programmed. Resolves any discrepancies.

## **ANALYSTS**

### **79. OPERATIONS/RESEARCH ANALYST**

**Education:** BA/BS

**General Experience:** 5 years of related work experience or; 5 additional years of relevant experience will substitute for bachelor's degree.

**Duties:** Performs professional and scientific work requiring the design, development and adaptation of mathematical and statistical modeling and scientific methods to analyze operational problems.

### **80. SENIOR ANALYST**

**Education:** B.A. or B.S. degree.

**General Experience:** 3 to 5 years of experience in a general business, management, public administration, or technical field.

**Duties:** Provides general project support for logistics efforts. Support may include but is not limited to: development and management of data collection and project management spreadsheets; development of briefings and information papers; data collection assistance, and meeting attendance. Provides input to reports and other deliverables as directed. Assists in the conduct of complex logistics analyses in support of larger project efforts.

### **81. JUNIOR ANALYST**

**Education:** B.A. or B.S. degree.

**General Experience:** 1 to 3 years of experience in a general business, management, public administration, or technical field.

**Duties:** Provides basic project support. Support may include but is not limited to: development and management of spreadsheets; development of briefings and information papers; data collection assistance, and meeting attendance. Conducts basic research and analysis as directed by task manager. Provides input to deliverables as required. Assists with deliverable production.

## 82. MANAGEMENT ANALYST

**Education:** BA/BS

**General Experience:** 1 Year of experience.

**Duties:** Conducts studies of moderately complex work processes, functions, and procedures for assigned work units. Studies conducted include: Management Analysis: reviews regulatory data and manpower policies to determine if proposed policy statements are within local authority. Advisory service: Conducts special manpower studies or manpower surveys requested by operating officials and prepares reports advising on management practices and improvements. Organizational Analysis: Reviews proposed organizational changes to determine the impact; evaluates current methods and procedures for regulatory compliance, duplications of effort, costs, etc. Methods and Procedures Analysis: Reviews drafts of proposed procedures.

## ADMINISTRATIVE

### 83. ADMINISTRATIVE SPECIALIST

**Education:** Associate degree or H.S. diploma

**General Experience:** At least 1 year of relevant work experience performing tasks such as typing, administration, word processing, or reception. Requires technical computer skills and ability to use word processing, spreadsheet, and presentation development software.

**Duties:** Provides general administrative support to program management staff. Supervises other administrative staff.

### 84. GRAPHICS SPECIALIST

**Education:** High School or equivalent.

**General Experience:** 3 years relevant experience.

**Duties:** Designs, assembles and presents graphic art exhibits in both electronic and traditional media.

## FACILITIES

### 85. FACILITY PLANNER, LEVEL II

**Education:** BA/BS

**General Experience:** 8 Years of experience

**Duties:** Plans and coordinates facility renovation and repair. Must have experience in planning and coordinating facility renovation and repair within a large Government installation. Capable of providing the planning and coordination of all construction/renovations to administrative areas and computer laboratories, including structural, environmental and electrical systems. Should have extensive experience in providing technical support of equipment installations in offices and computer laboratories, maintenance of buildings including fire alarm systems, fire suppressant systems, interior and exterior lighting, standard and emergency passenger elevators, custodial services and other areas.

## 86. FACILITY PLANNER, LEVEL I

**Education:** BA/BS

**General Experience:** 5 Years of experience or; 8 years of direct relevant technical experience may be substituted for education

**Duties:** Plans and coordinates facility renovation and repair. Must have experience in planning and coordinating facility renovation and repair within a large Government installation. Capable of providing the planning and coordination of all construction/renovations to administrative areas and computer laboratories, including structural, environmental and electrical systems. Should have extensive experience in providing technical support of equipment installations in offices and computer laboratories, maintenance of buildings including fire alarm systems, fire suppressant systems, interior and exterior lighting, standard and emergency passenger elevators, custodial services and other areas.

## 87. MECHANIC (GENERAL), LEVEL IV

**Education:** BA/BS

**General Experience:** 10 years of experience or; 10 years of direct relevant technical experience may be substituted for education

**Duties:** Applies comprehensive technical knowledge to perform a variety of mechanical and skilled maintenance tasks. Performs skilled operations in making general repairs on gasoline or diesel motor equipment such as tractors, trucks, generators and compressors. Installs, maintains and repairs motors and generators. Replaces fixtures, fuses, indicators, sensors and makes minor electrical installations. Installs and maintains cooling system components, piping, traps, valves, gauges, pumps and other accessories and fittings.

## 88. MECHANIC (GENERAL), LEVEL III

**Education:** BA/BS

**General Experience:** 5 Years of experience or; 8 years of direct relevant technical experience may be substituted for education

**Duties:** Applies comprehensive technical knowledge to perform a variety of mechanical and skilled maintenance tasks. Performs skilled operations in making general repairs on gasoline or diesel motor equipment such as tractors, trucks, generators and compressors. Installs, maintains and repairs motors and generators. Replaces fixtures, fuses, indicators, sensors and makes minor electrical installations. Installs and maintains cooling system components, piping, traps, valves, gauges, pumps and other accessories and fittings.

## 89. MECHANIC (GENERAL), LEVEL II

**Education:** AA or 2 year technical school

**General Experience:** 3 years of experience or; 4 years of additional direct relevant technical experience may be substituted for education

**Duties:** Applies comprehensive technical knowledge to perform a variety of mechanical and skilled maintenance tasks. Performs skilled operations in making general repairs on gasoline or diesel motor equipment such as tractors, trucks, generators and compressors. Installs, maintains and repairs motors and generators. Replaces fixtures, fuses, indicators, sensors and makes minor electrical installations. Installs and maintains cooling system components, piping, traps, valves, gauges, pumps and other accessories and fittings.

**90. MECHANIC (GENERAL), LEVEL I**

**Education:** Associates Degree

**General Experience:** 1 Year of experience.

**Duties:** Applies comprehensive technical knowledge to perform a variety of mechanical and skilled maintenance tasks. Performs skilled operations in making general repairs on gasoline or diesel motor equipment such as tractors, trucks, generators and compressors. Installs, maintains and repairs motors and generators. Replaces fixtures, fuses, indicators, sensors and makes minor electrical installations. Installs and maintains cooling system components, piping, traps, valves, gauges, pumps and other accessories and fittings.

## ENVIRONMENTAL SERVICES LABOR CATEGORY DESCRIPTIONS

### Manager Level V

**Education:** BA or BS degree.

**Basic Experience:** 8 years of experience.

**Duties:** Performs program, operational, or technical management of large or complex, multi-discipline programs, projects or assignments. Advanced knowledge and the ability to originate and apply new and unique methods and procedures. Responsible for resources, technical direction, cost and schedule performance, and quality. Frequently manages multiple major programs or projects concurrently and supplies technical advice and counsel to other professionals.

### Manager Level IV

**Education:** BA or BS degree.

**Basic Experience:** 5 years of experience.

**Duties:** Plans, conducts, and supervises programs, projects, or assignments of significant importance. Frequently manages multiple major projects or assignments concurrently. Selects and assigns staff, and estimates and schedules work to meet completion dates. Makes changes in methods, design, staff or equipment when necessary. May function as a technical expert on assignments.

### Manager Level III

**Education:** BA or BS degree.

**Basic Experience:** 1 year of experience.

**Duties:** Plans, conducts, and supervises programs, projects, or assignments. Obtains and coordinates resources to execute plans within cost and schedule restraints. Generally provides technical leadership and guidance on assignments. Collects, verifies and analyzes data and drafts reports of findings.

### Subject Matter Expert VI

**Education:** BA or BS degree.

**Basic Experience:** 8 years of experience.

**Duties:** Provides recognized expertise in a technical discipline. Provides technical and managerial direction for problem definition, approach methodology, analysis of findings, recommendations, and implementation for complex or extremely complex projects and assignments. Supports projects that have organization-wide impacts. Operates with wide latitude for unreviewed action or decision.

### Subject Matter Expert V

**Education:** BA or BS degree.

**Experience:** 6 years of experience.

**Duties:** Provides expertise in a technical discipline. Provides technical and managerial direction for problem definition, approach methodology, analysis of findings, recommendations, and implementation for complex or extremely complex projects and assignments. Operates with some latitude for unreviewed action or decision.

#### **Subject Matter Expert IV**

**Education:** BA or BS degree.

**Experience:** 4 years of experience.

**Duties:** Provides expertise in a technical discipline. Provides technical direction for problem definition, approach methodology, analysis of findings, recommendations, and implementation for complex or extremely complex projects and assignments. May operate with some latitude for unreviewed action of decision.

#### **Subject Matter Expert III**

**Education:** BA or BS degree.

**Experience:** 2 years of experience.

**Duties:** Provides expertise in a technical discipline. Provides assistance with problem definition, approach methodology, analysis of findings, recommendations, and implementation for complex or extremely complex projects and assignments.

#### **Subject Matter Expert II**

**Education:** BA or BS degree.

**Experience:** 1 year of experience.

**Duties:** Provides expertise in a technical discipline. Serves as assignment leader or key contributor on projects of limited scope and complexity. Collects, verifies and analyzes data. Operates under the direction of a program, project, or assignment leader.

#### **Analyst Level V**

**Education:** BA or BS degree.

**Experience:** 8 years of experience.

**Duties:** Senior expert with extensive knowledge and expertise. Analyzes problems, requirements or systems pertaining to environmental services and organizations. Investigates and evaluates discreet components of problems or requirements as well as entire organizations or systems, identifies approaches and formalizes recommendations, and develops implementation strategies. Supplies advice and counsel to other professionals.

## **Analyst Level IV**

**Education:** BA or BS degree.

**Experience:** 6 years of experience.

**Duties:** Senior expert with extensive knowledge and expertise. Analyzes problems, requirements or systems pertaining to environmental services and organizations. Investigates and evaluates discreet components of problems or requirements as well as entire organizations or systems, identifies approaches and formalizes recommendations, and develops implementation strategies.

## **Analyst Level III**

**Education:** BA or BS degree.

**Experience:** 4 years of experience.

**Duties:** Analyzes problems, requirements or systems pertaining to environmental services and organizations. Investigates and evaluates discreet components of problems or requirements as well as entire organizations or systems, identifies approaches and formalizes recommendations, and develops implementation strategies.

## **Analyst Level II**

**Education:** BA or BS degree.

**Experience:** 2 years of experience.

**Duties:** Serves as key contributor. Translates technical guidance and discretion into discrete tasks and manages the accomplishment of tasks. Collects, verifies, and analyzes data. Operates under the direction of a program, project, or assignment leader.

## **Analyst Level I**

**Experience:** Professional experience not required.

**Duties:** Gathers, compiles, and correlates data and performs routine analyses or activities. Works on less complicated assignments independently or on complex assignments under the direct supervision of a project or assignment manager.

## **Scientist Level V**

**Education:** BA or BS degree.

**Experience:** 8 years of experience.

**Duties:** Provides scientific, engineering, industrial hygiene, and other technical support for the development, execution, and evaluation of environmental programs, projects, and systems.

Implement plans and requirements, and develops reports and systems. Typical activities include but are not limited to reviewing technical documents and plans; performing technology evaluations; conducting geological and hydrogeological studies and modeling; evaluating or performing human health and ecological risk assessments; reviewing sampling and analyses procedures and results; performing pollution prevention surveys; developing strategic and program management plans and guidance documents; supporting policy development; conducting audits and technical assessments; preparing and delivering training and facilitation/partnering services; developing and maintaining information systems; and supporting acquisition processes. Typical background include but are not limited to biology, geology, engineering, and computer and information sciences.

#### **Scientist Level IV**

**Education:** BA or BS degree.

**Experience:** 6 years of experience.

**Duties:** Provides scientific, engineering, industrial hygiene, and other technical support for the development, execution, and evaluation or environmental programs, projects, and systems.

Implement plans and requirements, and develops reports and systems. Typical activities include but are not limited to reviewing technical documents and plans; performing technology evaluations; conducting geological and hydrogeological studies and modeling; evaluating or performing human health and ecological risk assessments; reviewing sampling and analyses procedures and results; performing pollution prevention surveys; developing strategic and program management plans and guidance documents; supporting policy development; conducting audits and technical assessments; preparing and delivering training and facilitation/partnering services; developing and maintaining information systems; and supporting acquisition processes. Typical background include but are not limited to biology, geology, engineering, and computer and information sciences.

#### **Scientist Level III**

**Education:** BA or BS degree.

**Experience:** 4 years of experience.

**Duties:** Provides scientific, engineering, industrial hygiene, and other technical support for the development, execution, and evaluation or environmental programs, projects, and systems. Typical activities include but are not limited to reviewing technical documents and plans; performing technology evaluations; conducting geological and hydrogeological studies and modeling; evaluating or performing human health and ecological risk assessments; reviewing sampling and analyses procedures and results; performing pollution prevention surveys; developing strategic and program management plans and guidance documents; supporting policy development; conducting audits and technical assessments; preparing and delivering training and facilitation/partnering services; developing and maintaining information systems; and supporting acquisition processes. Typical background include but are not limited to biology, geology, engineering, and computer and information sciences.

#### **Scientist Level II**

**Education:** BA or BS degree.

**Experience:** 2 years of experience.

**Duties:** Provides scientific, engineering, industrial hygiene, and other technical support for the development, execution, and evaluation of environmental programs, projects, and systems. Typical activities include but are not limited to reviewing technical documents and plans; performing technology evaluations; conducting geological and hydrogeological studies and modeling; evaluating or performing human health and ecological risk assessments; reviewing sampling and analyses procedures and results; performing pollution prevention surveys; developing strategic and program management plans and guidance documents; supporting policy development; conducting audits and technical assessments; preparing and delivering training and facilitation/partnering services; developing and maintaining information systems; and supporting acquisition processes. Typical background include but are not limited to biology, geology, engineering, and computer and information sciences.

### **Scientist Level I**

**Education:** BA or BS degree.

**Experience:** Professional experience not required.

**Duties:** Provides scientific, engineering, industrial hygiene, and other technical support for the development, execution, and evaluation of environmental programs, projects, and systems. Typical activities include but are not limited to reviewing technical documents and plans; performing technology evaluations; conducting geological and hydrogeological studies and modeling; evaluating or performing human health and ecological risk assessments; reviewing sampling and analyses procedures and results; performing pollution prevention surveys; developing strategic and program management plans and guidance documents; supporting policy development; conducting audits and technical assessments; preparing and delivering training and facilitation/partnering services; developing and maintaining information systems; and supporting acquisition processes. Typical background include but are not limited to biology, geology, engineering, and computer and information sciences.

### **Environmental Specialist Level V**

**Education:** BA or BS degree.

**Experience:** 6 years of experience.

**Duties:** Provides environmental planning, policy, technical, regulatory, and information management support for the development, execution, and evaluation of environmental programs, projects, and systems. Typical activities include but are not limited to reviewing plans and reports; conducting planning and compliance activities; supporting technical and public outreach meetings; supporting policy development; conducting regulatory reviews, compliance audits, and permit development and reviews; supporting waste management activities; preparing and delivering training and facilitation/partnering services; providing telephone advisory services; and developing and maintaining records centers or information systems and repositories. Typical backgrounds include but are not limited to environmental policy/studies, environmental management, natural resource management, geography, and information management.

### **Environmental Specialist Level IV**

**Education:** BA or BS degree.

**Experience:** 4 years of experience.

**Duties:** Provides environmental planning, policy, technical, regulatory, and information management support for the development, execution, and evaluation of environmental programs, projects, and systems. Typical activities include but are not limited to reviewing plans and reports; conducting planning and compliance activities; supporting technical and public outreach meetings; supporting policy development; conducting regulatory reviews, compliance audits, and permit development and reviews; supporting waste management activities; preparing and delivering training and facilitation/partnering services; providing telephone advisory services; and developing and maintaining records centers or information systems and repositories. Typical backgrounds include but are not limited to environmental policy/studies, environmental management, natural resource management, geography, and information management.

### **Environmental Specialist Level III**

**Education:** BA or BS degree.

**Experience:** 2 years of experience.

**Duties:** Provides environmental planning, policy, technical, regulatory, and information management support for the development, execution, and evaluation of environmental programs, projects, and systems. Typical activities include but are not limited to reviewing plans and reports; conducting planning and compliance activities; supporting technical and public outreach meetings; supporting policy development; conducting regulatory reviews, compliance audits, and permit development and reviews; supporting waste management activities; preparing and delivering training and facilitation/partnering services; providing telephone advisory services; and developing and maintaining records centers or information systems and repositories. Typical backgrounds include but are not limited to environmental policy/studies, environmental management, natural resource management, geography, and information management.

### **Environmental Specialist Level II**

**Education:** BA or BS degree.

**Experience:** 1 year of experience.

**Duties:** Typical activities include but are not limited to reviewing plans and reports; conducting planning and compliance activities; supporting technical and public outreach meetings; supporting policy development; conducting regulatory reviews, compliance audits, and permit development and reviews; supporting waste management activities; providing telephone advisory services; and developing and maintaining records centers or information systems and repositories. Typical backgrounds include but are not limited to environmental policy/studies, environmental management, natural resource management, geography, and information management.

### **Environmental Specialist Level I**

**Education:** BA or BS degree.

**Experience:** Professional experience not required.

**Duties:** Typical activities include but are not limited to supporting technical and public outreach meetings; supporting policy development; supporting regulatory reviews, compliance audits, and permit development and reviews; supporting waste management activities; and helping develop and maintain records centers or information systems and repositories. Typical backgrounds include but are not limited to environmental policy/studies, environmental management, natural resource management, geography, and information management.

### **Program/Planning Specialist V**

**Education:** BA or BS degree.

**Experience:** 8 years of experience.

**Duties:** Provides environmental program management and planning support at both the programmatic and project-specific levels that deal with the full range of environmental activities. Activities include leading the development and implementation of environmental program policies and procedures; preparing and interpreting rules and regulations; collecting data, reviewing alternatives, performing qualitative or quantitative policy studies; preparing technical or programmatic reports such as environmental assessments and environmental impact statements; developing, implementing, analyzing, and evaluating environmental programs; determining the environmental impacts associated with various projects; and assisting with the development of environmental public information communications and campaigns. Typical backgrounds include: environmental planning, environmental science or environmental studies; natural science; physical science; planning; public policy studies or public administration; landscape architecture; urban planning or urban studies.

### **Program/Planning Specialist IV**

**Education:** BA or BS degree.

**Experience:** 6 years of experience.

**Duties:** Provides environmental program management and planning support at both the programmatic and project-specific levels that deal with the full range of environmental activities. Activities include developing and implementing environmental program policies and procedures; preparing and interpreting rules and regulations; collecting data, reviewing alternatives, performing qualitative or quantitative policy studies; preparing technical or programmatic reports such as environmental assessments and environmental impact statements; developing, implementing, analyzing, and evaluating environmental programs; determining the environmental impacts associated with various projects; and assisting with the development of environmental public information communications and campaigns. Typical backgrounds include: environmental planning, environmental science or environmental studies; natural science; physical science; planning; public policy studies or public administration; landscape architecture; urban planning or urban studies.

### **Program/Planning Specialist III**

**Education:** BA or BS degree.

**Experience:** 4 years of experience.

**Duties:** Provides environmental program management and planning support at both the programmatic and project-specific levels that deal with the full range of environmental activities. Activities include developing and implementing environmental program policies and procedures; preparing and interpreting rules and regulations; collecting data, reviewing alternatives, performing qualitative or quantitative policy studies; preparing technical or programmatic reports such as environmental assessments and environmental impact statements; developing, implementing, analyzing, and evaluating environmental programs; determining the environmental impacts associated with various projects; and assisting with the development of environmental public information communications and campaigns. Typical backgrounds include: environmental planning, environmental science or environmental studies; natural science; physical science; planning; public policy studies or public administration; landscape architecture; urban planning or urban studies.

### **Program/Planning Specialist II**

**Education:** BA or BS degree.

**Experience:** 2 years of experience.

**Duties:** Provides environmental program management and planning support at both the programmatic and project-specific levels that deal with the full range of environmental activities. Activities include developing and implementing environmental program policies and procedures; preparing and interpreting rules and regulations; collecting data, reviewing alternatives, performing qualitative or quantitative policy studies; preparing technical or programmatic reports such as environmental assessments and environmental impact statements; developing, implementing, analyzing, and evaluating environmental programs; determining the environmental impacts associated with various projects; and assisting with the development of environmental public information communications and campaigns. Typical backgrounds include: environmental planning, environmental science or environmental studies; natural science; physical science; planning; public policy studies or public administration; landscape architecture; urban planning or urban studies.

### **Program/Planning Specialist I**

**Education:** BA or BS degree.

**Experience:** Professional experience not required.

**Duties:** Provides environmental program management and planning support at both the programmatic and project-specific levels that deal with the full range of environmental activities. Activities include developing and implementing environmental program policies and procedures; preparing and interpreting rules and regulations; collecting data, reviewing alternatives, performing qualitative or quantitative policy studies; preparing technical or programmatic reports such as environmental assessments and environmental impact statements; developing, implementing, analyzing, and evaluating environmental programs; determining the environmental impacts associated with various projects; and assisting with the development of environmental public information communications and campaigns. Typical backgrounds include: environmental planning, environmental science or environmental studies; natural science; physical science; planning; public policy studies or public administration; landscape architecture; urban planning or urban studies.

### **Information Specialist Level V**

**Education:** BA or BS degree.

**Experience:** 8 years of experience.

**Duties:** Provides senior support for compiling, storing, evaluating, and disseminating environmental data and information. May support entire systems lifecycle, including program management, systems design and development, systems analysis, systems engineering, systems implementation, systems operations and maintenance, and strategic management and planning. Areas of specialization may include but are not limited to systems integration; geographic information systems; world wide web applications; and database design, implementation, and maintenance. Provides technical, regulatory, or systems support to telephone advisory services and records management centers. Typical backgrounds include computer science, information systems or advisory services.

#### **Information Specialist Level IV**

**Education:** BA or BS degree.

**Experience:** 6 years of experience.

**Duties:** Provides support for compiling, storing, evaluating, and disseminating environmental data and information. May support entire systems lifecycle, including program management, systems design and development, systems analysis, systems engineering, systems implementation, systems operations and maintenance, and strategic management and planning. Areas of specialization may include but are not limited to systems integration; geographic information systems; world wide web applications; and database design, implementation, and maintenance. Provides technical, regulatory, or systems support to telephone advisory services and records management centers. Typical backgrounds include computer science, information systems or advisory services.

#### **Information Specialist Level III**

**Education:** BA or BS degree.

**Experience:** 4 years of experience.

**Duties:** Provides support for compiling, storing, evaluating, and disseminating environmental data and information. May support entire systems lifecycle, including program management, systems design and development, systems analysis, systems engineering, systems implementation, systems operations and maintenance, and strategic management and planning. Areas of specialization may include but are not limited to systems integration; geographic information systems; world wide web applications; and database design, implementation, and maintenance. Provides technical, regulatory, or systems support to telephone advisory services and records management centers. Typical backgrounds include computer science, information systems or advisory services.

#### **Information Specialist Level II**

**Education:** BA or BS degree.

**Experience:** 2 years of experience.

**Duties:** Provides support for compiling, storing, evaluating, and disseminating environmental data and information. May support entire systems lifecycle, including program management, systems design and development, systems analysis, systems engineering, systems implementation, systems operations and maintenance, and strategic management and planning. Areas of specialization may include but are not limited to systems integration; geographic information systems; world wide web applications; and database design, implementation, and maintenance. Provides technical, regulatory, or systems support to telephone advisory services and records management centers. Typical backgrounds include computer science, information systems or advisory services.

### **Information Specialist Level I**

**Education:** BA or BS degree.

**Experience:** Professional experience not required.

**Duties:** Provides support for compiling, storing, evaluating, and disseminating environmental data and information. May support entire systems lifecycle, including program management, systems design and development, systems analysis, systems engineering, systems implementation, systems operations and maintenance, and strategic management and planning. Areas of specialization may include but are not limited to systems integration; geographic information systems; world wide web applications; and database design, implementation, and maintenance. Provides technical, regulatory, or systems support to telephone advisory services and records management centers. Typical backgrounds include computer science, information systems or advisory services.

### **Researcher Sr. Level**

**Education:** Associates degree.

**Experience:** 1 year of experience.

**Duties:** Searches literature, information systems, and other information sources to gather data on environmental issues and topics. Collects, analyzes, and summarizes data to identify trends and relationships and their impacts on problems and organizations. Performs non-routine and complex assignments under the general supervision of a project or assignment manager. Familiarity with principles or precautions needed for the particular assignment. May supervise other Researcher, Technician, or Clerical personnel.

### **Researcher Mid Level**

**Education:** High School diploma.

**Experience:** 1 year of experience.

**Duties:** Searches literature, information systems, and other information sources to gather data on environmental issues and topics. Collects, analyzes, and summarizes data to identify trends and relationships and their impacts on problems and organizations. Performs assignments that are generally standardized under the general supervision of a project or assignment manager or Senior Technician. Familiarity with principles or precautions needed for the particular assignments.

## **Researcher Jr. Level**

**Education:** High School diploma.

**Experience:** Professional experience not required.

**Duties:** Searches literature, information systems, and other information sources to gather data on environmental issues and topics. Collects, analyzes, and summarizes data to identify trends and relationships and their impacts on problems and organizations. Performs simple and routine assignments under the close supervision of a project or assignment manager or Senior Technician.

## **Clerical Sr. Level**

**Education:** Associates degree.

**Experience:** 1 year of professional experience.

**Duties:** Provides general administrative and secretarial support, including word processing, filing, graphics, database maintenance, and quality assurance. Performs non-routine and complex assignments under the general supervision of a project or assignment manager. Familiarity with principles or precautions needed for the particular assignment. May supervise other Researcher, Technician, or Clerical personnel.

## **Clerical Mid Level**

**Education:** High School diploma.

**Experience:** 1 year of professional experience.

**Duties:** Provides general administrative and secretarial support, including word processing, filing, graphics, database maintenance, and quality assurance. Performs assignments that are generally standardized under the general supervision of a project or assignment manager or Senior Technician. Familiarity with principles or precautions needed for the particular assignments.

## **Clerical Jr. Level**

**Education:** High School diploma.

**Experience:** Professional experience not required.

**Duties:** Provides general administrative and secretarial support, including word processing, filing, graphics, database maintenance, and quality assurance. Performs simple and routine assignments under the close supervision of a project or assignment manager or Senior Technician.

## **Technician Sr. Level**

**Education:** Associates degree.

**Experience:** 1 year of professional experience.

**Duties:** Supports a variety of environmental tasks, including performing sampling; testing or operating equipment or systems; performing quality assurance oversight; participating in equipment or systems; performing quality assurance oversight; participating in equipment or system installation and troubleshooting activities; and preparing sampling, quality assurance, and installation reports. May prepare charts and graphs for reports and assist in other functions, such as records management activities. Performs non-routine and complex assignments under the general supervision of a project or assignment manager. Familiarity with principles or precautions needed for the particular assignment. May supervise other Researcher, Technician, or Clerical personnel.

### **Technician Mid Level**

**Education:** High School diploma.

**Experience:** 1 year of professional experience.

**Duties:** Supports a variety of environmental tasks, including performing sampling; testing or operating equipment or systems; performing quality assurance oversight; participating in equipment or systems; performing quality assurance oversight; participating in equipment or system installation and troubleshooting activities; and preparing sampling, quality assurance, and installation reports. May prepare charts and graphs for reports and assist in other functions, such as records management activities. Performs assignments that are generally standardized under the general supervision of a project or assignment manager or Senior Technician. Familiarity with principles or precautions needed for the particular assignments.

### **Technician Jr. Level**

**Education:** High School diploma.

**Experience:** Professional experience not required.

**Duties:** Supports a variety of environmental tasks, including performing sampling; testing or operating equipment or systems; performing quality assurance oversight; participating in equipment or systems; performing quality assurance oversight; participating in equipment or system installation and troubleshooting activities; and preparing sampling, quality assurance, and installation reports. May prepare charts and graphs for reports and assist in other functions, such as records management activities. Performs simple and routine assignments under the close supervision of a project or assignment manager or Senior Technician.

## **EXPERIENCE & DEGREE SUBSTITUTION**

The above describes the functional responsibilities and education and requirements for each labor category. These requirements are a guide to the types of experience and educational backgrounds of typical personnel in each labor category.

Education and experience may be substituted for each other. Each year of relevant experience may be substituted for one year of education and vice versa. In addition, certifications, professional licenses, and vocational technical training may be substituted for experience and education.

Degree/Experience Equivalency\*

<b>Degree</b>	<b>Experience Equivalence</b>	<b>Other Equivalence</b>
Bachelors	Associates degree +2 years relevant experience, or 4 years relevant experience	Professional certification
Masters	Bachelors +2 years relevant experience, or Associates +4 years relevant experience	Professional license
Doctorate	Masters +2 years relevant experience, Bachelors +4 years relevant experience	

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