

Management Organizational and Business Improvement Services (MOBIS)
MOBIS Schedule No. GS-10F-0623N
BUSINESS STRATEGY CONSULTANTS
September 23, 2013

**General Services Administration
Authorized Federal Supply Schedule Price List**

**MANAGEMENT, ORGANIZATIONAL AND BUSINESS
IMPROVEMENT SERVICES (MOBIS)**

FSS Group: SCHEDULE 874

SIN 874-1 & 874-1RC: Consulting Services

SIN 874-6 & 874-6RC: Acquisition Support

SIN 874-7 & 874-7RC: Program Management and Acquisition Support

BUSINESS STRATEGY CONSULTANTS, LLC

9701 Apollo Drive, Suite 445
Largo, Maryland 20774
Telephone: (301) 773-5601
Fax: (301) 773-5602

Contract Number: GS-10F-0623N

Contract Period: Option Period 2: September 30, 2013 Through September 29, 2018

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!TM, a menu driven database system. The INTERNET address for GSA Advantage!TM is <http://www.gsadvantage.gov>. For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at <http://www.fss.gsa.gov>.

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SECTION I / CUSTOMER INFORMATION

A. Contractor Information:

BUSINESS STRATEGY CONSULTANTS, LLC
9701 Apollo Drive, Suite 445, Largo, Maryland 20774

Contact Information:

Name	Alex Peacock	Lynda Cash
Title	President	Director, Administration
Address	9701 Apollo Drive	9701 Apollo Drive,
	Suite 445	Suite 445
	Largo, Maryland	Largo, Maryland 20774
	20774	
Telephone #	(301) 773-5601	(301) 773-5601
Fax #	(301) 773-5602	(301) 773-5602
E-mail address	alexpeacoc@aol.com	LyndaCP@aol.com

Business Type/Size:

Certified 8(a) Business/Small Disadvantaged Business

Discounts:

Prices shown are Net Prices; basic discounts have already been deducted. Additional discounts may be available based on size and duration of task order.

DUNS Number:

09-821-9137

B. Contract Terms and Conditions

Business Strategy Consultants Price List and GSA Schedule No. GS-10F-0623N

1. Table of awarded special item numbers:

SIN 874-1 & 874-1RC: Consulting Services

SIN 874-6 & 874-6 RC: Acquisition Support

SIN 874-7 & 874-7 RC: Project Management Services

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- 2. Maximum order.**
\$3,000,000
- 3. Minimum order.**
\$300
- 4. Geographic coverage (delivery area).**
Contractor will provide domestic and overseas delivery.
- 5. Point(s) of production (city, county, and State or foreign country).**
BUSINESS STRATEGY CONSULTANTS
9701 Apollo Drive, Suite 445
Largo, Maryland 20774
- 6. Discount from list prices or statement of net price.**
Government net prices (discounts already deducted)
- 7. Quantity discounts.**
None
- 8. Prompt payment terms.**
1%/10 days; NET 30 days
- 9. a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold.**
No
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold.:**
Yes
- 10. Foreign items (list items by country of origin).**
None
- 11a. Time of delivery.**
(Contractor insert number of days.) To be determined on each Delivery Task Order
- 11b. Expedited Delivery.**
The Contractor will insert the sentence "Items available for expedited delivery are noted in this price list." under this heading. The Contractor may use a symbol of its choosing to highlight items in its price lists that have expedited delivery.
Contact Alex Peacock, President, Business Strategy Consultants, LLC to expedite delivery.

11c. Overnight and 2-day delivery.

The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery.

Contact Alex Peacock, President, Business Strategy Consultants, LLC for overnight and 2-day delivery rates.

11d. Urgent Requirements.

The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the Contractor’s representative to affect a faster delivery.

Contact Alex Peacock, President, Business Strategy Consultants, LLC for rates.

12. F.O.B. point(s).

Destination

13a. Ordering address(es).

9701 Apollo Drive, Suite 445, Largo, Maryland 20774

13b. Ordering procedures:

For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules). Contactor is to simply include this statement as Item 13b.

14. Payment address(es).

BUSINESS STRATEGY CONSULTANTS, LLC
9701 Apollo Drive, Suite 445, Largo, Maryland 20774

15. Warranty provision.

N/A

16. Export packing charges, if applicable.

Contact Alex Peacock, President, for rates.

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level).

None

18. Terms and conditions of rental, maintenance, and repair (if applicable)

N/A

19. Terms and conditions of installation (if applicable)

.N/A

20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable).

N/A

20a. Terms and conditions for any other services (if applicable)

N/A

21. List of service and distribution points (if applicable).

N/A

22. List of participating dealers (if applicable)

N/A

23. Preventive maintenance (if applicable).

N/A

24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants).

N/A

24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at:

www.Section508.gov/.

N/A

25. Data Universal Number System (DUNS) number.

09-821-9137

26. Uncompensated Overtime (Indicate if used).

N/A

SECTION II/EXPERIENCE

EXECUTIVE SUMMARY

Business Strategy Consultants was established in January 2001 as a professional services firm that specializes in acquisition management, project management, accounting and finance. Our firm specializes in the aforementioned professional services and offers professional skills to enable both public sector and private industry organization to improve their efficiency and to become more effective in the aforementioned areas. Business Strategy Consultants is postured to support both public sector organizations and private industry organizations with expert resources and strategic business management support in the areas of acquisition management, project management and finance and accounting management. We are committed to helping clients master and manage the complexities of the professional management to help achieve the objectives desired.

Business Strategy Consultants's mission is to enable our clients to be more effective in the complex world of management by providing world-class business management services in a cost effective manner. We realize that the only way to create and sustain superior performance for our customers is to provide experienced, knowledgeable, dedicated and committed resources to our clients. We provide excellent support to our customers with innovative service and superior quality support. We are constantly improving our management skills base by recruiting and acquiring professional resources that have knowledge of both the private and public sectors.

Business Strategy Consultants offers specialized professionals who solve business problems in the area of Consulting Services, Acquisition Support Services, Project Management Services.

Business Strategy Consultants offers our clients a team of experts with more than 125 years of business management and project management skills and related subject matter experience to help them compete in the commercial and government sectors. Business Strategy Consultants' consultants have the ability to develop acquisition strategies, review and analyze RFP's, interpret specifications, evaluate supplier proposals, lead a contract negotiation team and implement contract management plans globally. Business Strategy Consultants gives clients the flexibility to outsource their entire procurement and program management operations, or any cost effective part thereof, in the domestic or international marketplace. We enable our clients to achieve critical business objectives to be successful in the global economy. We build long-term client relationships based on mutual trust and respect. We help clients meet strategic business objectives and we provide them with quality resources and support services.

Both private sector and public sector organizations are being asked to respond to radical change to improve performance and to become cost effective. As a result, Business Strategy Consultants can provide an individually tailored, dynamic set of processes to measurably improve performance and provide the ability to anticipate and respond effectively to future changes.

Business Strategy Consultants is certified by the U.S. Small Business Administration (SBA) as a Small Disadvantaged Business. We are a company dedicated to quality services and we place a high value on business ethics.

Business Strategy Consultants offers services for the following MOBIS SINS:

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- SIN 874-1 & 874-1RC: CONSULTING SERVICES
- SIN 874-6 & 874-6RC: ACQUISITION SUPPORT SERVICES
- SIN 874-7 & 874-7RC: PROJECT MANAGEMENT SERVICES

Business Strategy Consultants adheres to all applicable FAR Cost Accounting Standards for Fixed Price and Cost Plus contracts. We track our cost by utilizing cost accounting practices of recording our time and expenditures by customer and account. Employees utilize timesheets to record time for services rendered to clients and cost for expenditures are recorded based on the client or effort that directly benefits from the effort.

Business Strategy Consultants has on worked in major projects that include procurement and contract management for construction, information technology support and services, health and human care services, project management of business programs, facilitation and training services for large and small organizations and privatization studies. These projects have included support to both the federal government and state and local governments. Our federal clients have included: The U.S. Department of Education, the U.S. Federal Communications Commission, the U.S. General Services Administration, the Court Services and Supervision Agency, the Department of Defense, the U.S. Department of Labor, the U.S. Department of Health & Human Services, and the U.S. Coast Guard. The state and local governments supported include the Maryland State Government, the Washington Suburban Sanitation Commission, the Prince George's County Government and District of Columbia Government.

Business Strategy Consultants 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 meet task order performance, address today's problems and tomorrow's challenges require individuals with varying levels of education, specialized knowledge and experience. The correct combination of these three elements is often unique and dependent on the particular requirements associated with the work being performed. Business Strategy Consultants has employees and alliances with independent consultants and firms to fill to work any complex project.

Our team of professional consultants have demonstrated experience in various areas related to the GSA MOBIS SINS referenced above and have the required expertise and capabilities to deliver high performance, low risk, cost-efficient solutions, and therefore "BEST VALUE" for our clients.

CORPORATE EXPERIENCE

Business Strategy Consultants has provided a full range of acquisition streamlining and process improvement consulting and advisory services including assistance in designing source selection procedures to meet agency needs and improving the quality of the evaluation process and source selection decisions. Also, we have provided assistance to agencies in designing, monitoring and improving their internal processes for generating adequate source selection documentation and ensuring that past performance records are sufficient to justify consequential procurement actions.

In addition, Business Strategy Consultants staff has long and in-depth experience with the bureaucratic and regulatory aspects of the Government contracting process, and have provided such services to both public and private clients. We have worked on developing procurement plans, preparing Request For Proposals (RFP), developed evaluation plans, negotiation plans, prepared determinations and findings documents to justify procurement actions and supported agencies to identify the sources of acquisition problems and to recommend corrective actions such as the revision of the format for procurement documentation and the development of new source selection methodologies. Members of the firm are available to consult with agency personnel involved in the design and preparation of solicitation documents.

Business Strategy Consultants has advised several private clients on methods to improve their compliance with government contracting requirements and to enhance their performance under government contracts. This was done through a variety of compliance techniques such as internal and external auditing, providing line managers with tailored compliance checklists and decision making matrices, and mapping the internal relationships between business units to identify areas of potential compliance risk. Our compliance services are designed to work seamlessly with client's existing business systems so that compliance becomes an integral part of the company's ordinary business processes, instead of an extraneous (and inefficient) system superimposed over other processes.

Business Strategy Consultants has also provided program management support services in the management of the planning and development of complex programs for both the federal government agencies and state and local governments in the program areas of information technology, acquisition management, construction management support and finance and accounting management support. In supporting these agencies Business Strategy Consultants provided program oversight, and project management leadership.

On privatization support services and documentation, Business Strategy Consultants provided internal planning to support privatization initiatives for health care services, preparation of in-house and internal cost estimates for healthcare privatization initiatives, the development of performance based statements of work for procurement reform initiatives and an evaluation and comparison of in-house estimates to external bids for the work considered.

SIN 874-6 PRIVATIZATION SUPPORT SERVICES AND DOCUMENTATION

Business Strategy Consultants has supported agency efforts in the area of privatization including initial planning, the generation of appropriate metrics for assessing the costs of privatization, drafting contract clauses/solicitation provisions, and studying comparison with stated requirements, and advising and consulting on solicitation design and procurement procedures.

Business Strategy Consultants has in-depth experience with of the Government contracting process, and has provided advice and consultation to both the federal government and state and local government agencies in connection with privatization. Our consultants have provided guidance and objective reviews to assist agency personnel in preparing the documentation supporting and justifying decisions in the privatization area.

Business Strategy Consultants privatization support is structured based on the requirements of OMB Circular A-76 and applicable instructions and policies governing the privatization of Government services. We have supported privatization activities from initial evaluation of candidates through development of the organization processes and, ultimately, the competitive sourcing process.

Business Strategy Consultants personnel have studied the full spectrum of assistance required to conduct management studies. These services have included organizational structure analyses, should cost and activity based cost studies, and benchmark studies of third-party individual- or enterprise-wide services. We also assist clients with selecting the candidate services/processes to be included in privatization actions by examining the possible candidates and by developing function-related entities. Through management studies, we have identified essential functions to be performed; determine performance factors; and determine organizational structure, staffing, and operating procedures. Output from these studies provides the baseline for developing the performance work statements, and cost estimates.

Privatization Project Services assist organizations to meet the challenges of the A-76 process by providing planning services that cover all aspects of the process. This service consists of identifying privatization candidates through the establishment of organization guidelines and thresholds. We also assist with the planning required to execute the A-76 process for those entities that already have been designated as candidates. The planning addresses the schedule required to complete the process, resources required, and other considerations (such as allowances for protest and appeals). We provide a template for the organization to follow in carrying out the A-76 process. When necessary, we provide organization members with the instruction and orientation necessary to familiarize these members with their roles and responsibilities during the study.

Providing Acquisition Support can include the conduct of an A-76 action, which is similar to other acquisition problems. Typically, we act as an agent of the cognizant agency organization to assist with developing acquisition strategy, producing the documentation required, developing evaluation criteria, evaluating responses, and assisting with any protest or appeals documentation.

Administrative Appeals Process Assistance services include documentation support for reconstructing the acquisition or privatization process: complete history of the decisions made in reaching the MEO, assumptions about costs, requirements generating the work statements, evaluation criteria rationale, and evaluation processes. Our service is aimed at reducing an agency's exposure to time delays and increased costs for protest/appeal actions.

SIN 874-7 PROGRAM INTEGRATION AND PROJECT MANAGEMENT

Business Strategy Consultants has offered assistance to ensure that projects are based on an overall plan that addresses objectives, budget, identification and allocation of resources, ongoing quality control, and evaluation. Business Strategy Consultants' program integration and project management services ensure that the organization's resources are protected by best practices, which ensure time and cost effective solutions. Business Strategy Consultants services for SIN 874-7 include the program integration and project management services listed below:

Project Definition and Structure: Business Strategy Consultants have performed the following Project Management and Program Integration services:

- Development of project goals and objectives
- Definition of project roles and responsibilities
- Assignment of program/project management structure
- Definition and reporting of project team structures
- Development of a project communication plan
- Identification of project success factors
- Definition of key project deliverables
- Formulation of project performance measures
- Establishment and monitoring of schedule requirements
- Development of framework for establishing and monitoring the project budget
- Monitoring of multiple projects

Definition of Program Requirements Business Strategy Consultants have performed:

- Oversight and supervision of process design to collect and define requirements
- Management and oversight of data collection approach, scope, and methodologies
- Monitoring of schedule and sequence of activities
- Coordination and the interrelationship of parts and tasks, including missing or required activities
- Identification and alignment of program inconsistencies
- Definition and assignment of supplemental roles and activities
- Confirmation of fee and time requirements

Alternative Strategy Definition Business Strategy Consultants have staff members and consultants who are experts in:

- Leading the establishment of evaluation criteria
- Managing the development of alternative project options and scenarios
- Managing the development and analysis of financial performance
- Overseeing the structure, format, and message communicated in presentations
- Overseeing building consensus for successful alternative
- Assisting and evaluating the various options
- Assisting the development of recommendations and building consensus with Agency leadership

Contractor Management

- Development and coordination of scopes of work
- Establishment of framework agreements and contracts
- Development of short-lists of prospective contractors and consultants
- Coordination of the RFP process
- Participation in the evaluation and selection of proposals
- Facilitating orientation and ramp-up
- Monitoring delivery of contractor services

Implementation Management

- Reviewing design for compliance with project POR, schedule, and project goals and objectives
- Developing framework for monitoring compliance of Offeror activities and deliverables to lease terms
- Advising on compliance of the Offeror with the lease document
- Monitoring compliance to key lease components (budget, schedule, deliverables, quality)

SECTION III/PRICING

Business Strategy Consultants proposes to provide services under the following GSA MOBIS Special Item Numbers (SINS):

- **SIN 874-1 CONSULTING SERVICES**
- **SIN 874-6 ACQUISITION SUPPORT SERVICES**
- **SIN 874-7 PROJECT MANAGEMENT SERVICES**

LABOR CATEGORIES AND DESCRIPTIONS ALL SINS: 874-1, 874-1RC, 874-6, 874-6RC, 874-7 and 874-7RC

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Business Strategy Consultants team of consultants each have extensive consulting experience operating at various senior management levels and operating managers for Fortune 500 and the public sector.

Business Strategy Consultants 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 meet task order performance, address today's problems and tomorrow's challenges require individuals with varying levels of education, specialized knowledge and experience. The correct combination of these three elements is often unique and dependent on the particular requirements associated with the work being performed. Therefore, Business Strategy Consultants' MOBIS Schedule utilizes equivalencies between experience and education that allow us to take the full measure of an individual's capabilities. The job descriptions defined in this section provide the general guidelines for each labor category, however reasonable consideration may be used for determining the optimal combination of experience and education for each task.

Labor Category: Senior Cost Analyst

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

General Experience: 8 years of experience. Three (3) years of experience in business, economics, engineering or a related field maybe traded-off or a MBA or Master Degree in business

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

Duties: Responsible for satisfying all cost analysis activities. The incumbent is capable of leading a team of cost/junior cost analyst. Ensures that all task requirements have been satisfied. Responsible for reporting status of cost analyst/estimating activities to the Program Manager. The incumbent is experienced and knowledgeable of common

investment analysis practices, government cost accounting principles and practices including life cycle cost estimating, cost benefit analysis cost, effectiveness analysis and business case analysis. The incumbent has an understanding of the Office of Management and Budget and Department of Defense cost estimating circulars, regulations and requirements and is knowledgeable in the use of cost estimating tools and methodologies.

Labor Category: Cost Analyst

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

General Experience: 5 years of general experience. Eight (8) years of experience in business, economics, economics or a related field may be traded off a B.A. or B.S. degree.

Specialized Experience: Experience in cost analysis, reflecting increasing responsibilities in project cost analysis / estimating.

Duties: Responsible for satisfying all cost analysis activities. The incumbent is experienced and knowledgeable of common investment analysis practices, government cost accounting principles and practices including life cycle cost estimating, cost benefit analysis cost, effectiveness analysis and business case analysis. The incumbent has an understanding of most the Office of Management and Budget and Department of Defense cost estimating circulars, regulations and requirements and is knowledgeable in the use of most cost estimating tools and methodologies.

Labor Category: Junior Cost Analyst

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

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

Specialized Experience: None

Duties: Incumbent must be able to collect and analyze data and organize it in a standard work breakdown structure or financial spreadsheet as tem plated by a more experience Cost Analyst. The incumbent must have knowledge of cost methodologies and cost modeling applications, including Microsoft Excel. The incumbent must also be knowledgeable of time value of money, net present value, real US nominal dollars and other common cost estimating practices.

Labor Category: SENIOR ACCOUNTING ANALYST

Education: B.A. or B.S. degree, CPA,

General Experience: 8 years of accounting and financial management experience, including at least 5 years of increasing responsibilities as a team leader or first level supervisor. Three (3) years experience in business, economics, engineering or a related field maybe traded-off or a MBA or Master Degree in business

Specialized Experience: Experience in operational accounting or auditing with demonstrated ability to supervise or lead a team of accounting analysts. Posses a thorough knowledge of government financial and accounting policies, standards and systems requirements OMB

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Regulations, GAAP, CAS. Incumbent must demonstrate experience in working with multi-year/no-year appropriations and differing appropriations and have a through understanding of budgetary and proprietary accounting principles.

Duties: Incumbent servers 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. Incumbent must be able to provide guidance on the accurate recording of complex accounting events, apply appropriate cost accounting techniques and possess and understanding of the principles of financial statement compilation. Incumbent must be able to assess operational weaknesses, perform process improvement analysis and recommend corrective solutions. The incumbent is able to assess products and/or procedures for compliance with government standards, accounting principles, internal controls and multi-tiered systems application standards. Incumbent 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. Incumbent manages completion of work within the time frame specified by the client, ensuring that all requirements are met. The incumbent prepares milestone status reports and presentations for colleagues, subordinates and end user representatives. The incumbent is fully familiar with activity based costing, performance based costing, business case analysis and outsourcing requirements.

Labor Category: Junior Accounting Analyst

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

General Experience: Up to 2 years of accounting experience

Specialized Experience: Experience in accounting/financial management in a government environment.

Duties: Incumbent serves as a junior member of group of analyst 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, the incumbent applies an understanding of accounting practices and principles when conducting data gathering analysis, and reconciliation. Incumbent is 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. Incumbent may be familiar with activity based costing, performance based costing, business case analysis and outsourcing requirements.

Labor Category: Senior Procurement Specialist

Education: B.A. or B.S. degree. Certification as a DIAWA Level or FAC Level III or equivalent or certification as CPCM or CACM, with the NCMA

General Experience: Eight years of progressive experiences supporting and developing large, major, or complex government procurements. Possess in-depth knowledge of the Federal Acquisition Regulations or 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 demonstrates good organization skills and excellent communications skills. Eight (8) years of experience in business, economics, economics or a related field may be traded off a B.A. or B.S. degree.

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 organization regarding strategies for major acquisitions. The Senior Procurement Specialist has demonstrated the ability to provide recommendations concerning the establishment or organizational partnerships, and to develop risk management strategies. The Senior Procurement Specialist has demonstrated expertise in all life cycle phase of contracting, including pre-award phase of contracting (acquisition planning, solicitation source selection and award), and post award contract administration, as well as contract problems identification, analysis and resolution.

Duties: Incumbent performs strategic planning on acquisition approaches, especially for complex and first time procurements. Incumbent leads and/or participates in the structuring of RFPs for complex procurements and develops RFP and contract documentation. For major procurements, the incumbent 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. The incumbent has a full and complete understanding of all aspects of the acquisition cycle, requirements definition, planning, solicitation management, source selection, negotiations, contract award, contract administration and contract closeouts.

Labor Category: Procurement Specialist

Education: B.A. or B.S. degree. Certification as a DAWIA Level or FAC-C Level II

General Experience: Four years of progressive experience supporting and developing government procurements. Possess knowledge of the organization and contents of the Federal Acquisition Regulations (FAR), 27, agency specific regulations and be current and knowledgeable of acquisition streamlining initiatives and reforms. The Procurement Specialist has understanding of the use 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. Eight years of experience and attendance at a government acquisition workforce training (e.g. DAWIA or FAC-C) may be substituted for degree.

Specialize Experience: Experience in handling large and complex procurements from procurement planning through contract execution. The Procurement Specialist has demonstrated expertise in all life cycle phase 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: Incumbent develops acquisition plans and other procurement justifications 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. The incumbent has an understanding of all aspects of the acquisition cycle, requirements definition, planning, solicitation management, source selection, negotiations, contract award, contract administration and contract closeouts. Performs contract administration.

Labor Category: Junior Procurement Specialist

Education: AA degree.

General Experience: Up to 2 years of experience and attendance at federal government acquisition workforce training (e.g. DAWIA or FAC-C) 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 Regulations (FAR), 27 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 work order for services or equipment.

Specific Experience: None

Duties: Coordinates with more senior procurement specialist and project managers to ensure timely processing and tracking of documents as they move through the acquisition process.

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Incorporates changes into existing documentation. Maintains contract files for procurement requests, funding documents, formal orders and contracts, and all official correspondence.

Labor Category: Entry Level Analyst

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

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

Specialized Experience: None

Duties: Serves as a junior member of a group of analyst 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, the incumbent 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.

Labor Category: Subject Matter Expert Level III

Education: B.A. or B.S. degree. Master Degree or specialized field certification

General Experience: 15 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: Incumbent provides technical, managerial and administrative direction for problem definition, analysis, requirements development and implementation for complex to extremely complex financial systems or financial issues. Incumbent makes recommendations and advises on organization-wide systems 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.

Labor Category: Subject Matter Expert Level II

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Education: B.A. or B.S. degree. Master Degree or specialized field certification

General Experience: 12 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: Incumbent provides technical, managerial and administrative direction for problem definition, analysis, requirements development and implementation for complex to extremely complex financial systems or financial issues. Incumbent makes recommendations and advises on organization-wide systems 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.

Labor Category: Subject Matter Expert Level I

Education: B.A. or B.S. degree. Master Degree or specialized field certification

General Experience: 8 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: Incumbent provides technical, managerial and administrative direction for problem definition, analysis, requirements development and implementation for complex to extremely complex financial systems or financial issues. Incumbent makes recommendations and advises on organization-wide systems 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.

Labor Category: Information Technology Researcher

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

General Experience: Up to 2 years of experience in the field of information technology

Specialized Experience: None

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

Labor Category: Program Manager

Education: B.A. or B.S. degree Master Degree optional

General Experience: Twelve years of accounting, financial or business experience, including 8 years of increasing responsibilities in assignments, supervision and management. Eight (8) years of experience may be traded off a B.A. or B.S. degree. Three (3) years experience in business, economics, engineering or a related field maybe traded-off or a MBA or Master Degree in business

Specialized Experience: Experience in financial management, cost estimating procurement strategic planning and execution, or business management. Incumbent 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: Incumbent performs day-to-day management of overall multiple contract and project support operations, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs and coordinates the planning and production of all contract and project support activities. Demonstrates written and oral communication skills. Incumbent 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. Incumbent develops and enforces quality control programs.

Labor Category: Junior Program Manager

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

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

Specialized Experience: Experience in accounting, financial, 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 capabilities in managing multiple tasks.

Duties: Performing day-to-day management of overall contract support operations, possibly, involving multiple projects and groups of personnel at multiple locations.

Incumbent organizes, directs and coordinates the planning and production of all contract and project support activities. Demonstrates written and oral communications skills. Has authority and responsibility to identify and commit resources to support effort. Incumbent establishes and alters (as necessary) management structure to direct effective contract and project support activities. Incumbent develops and enforces quality control programs.

Labor Category: Project Manager

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

General Experience: Ten years of accounting, financial or business 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 executions or business management.

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

Labor Category: Financial Manager

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

General Experience: Twelve years of financial management experience, including seven (7) years of increasing responsibilities including supervisory duties. Three (3) years of experience in business, economics, engineering or a related field maybe traded-off or a MBA or Master Degree in business

Specialized Experience: Experience in financial management with demonstrated ability to supervise or lead a team of financial management professionals. Possess a thorough knowledge of government financial management and accounting systems requirements. Must demonstrate experience in working with multi-year/no-year appropriations and differing appropriations

Duties: Incumbent serves as a leader ensuring that a group of financial management professionals are working in concert with automated complex business practices within time frame specified by the customer and that all of the requirements are met. Incumbent must be able to assess products and procedures for compliance with government standards, accounting principles and multi-tiered systems application standards. Incumbent 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. Incumbent prepares all milestone documentation and presentations for senior managers, colleagues and subordinates. Incumbent presents materials before oversight authority for the client and/or prepares Program Managers for briefings and presentations. Incumbent is thoroughly familiar with activity based costing, performance based costing, business case analysis and outsourcing requirements.

Labor Category: Financial Analyst

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

General Experience: Five years of financial management experience. Eight (8) years of experience in business, economics, economics or a related field may be traded off a B.A. or B.S. degree.

Specialized Experience: Experience in financial management/accounting in a 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 government financial and accounting policies and systems

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Duties: Incumbent 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. Incumbent is 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. Incumbent is able to assess products and procedures for compliance with government standards, accounting principles, internal controls and multi-tiered system application standards. Incumbent is 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. Incumbent ensures that tasks are completed in the time frame specified by the client and assists in the preparation of milestone status reports and presentation for colleagues, subordinates and end user representatives. Incumbent familiar with activity based costing, performance based costing, business case analysis and outsourcing requirements.

Labor Category: 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 government environment.

Duties: Incumbent 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. Incumbent has an understanding of the budget allocation, execution and administration process. Incumbent has the ability to monitor and track obligations and expenditure of funds, detect, reconcile and remedy fiscal discrepancies, and provide cost effective, insightful reporting to decision makers. Under supervision, incumbent is able to assess some products and procedures for compliance with government standards, accounting principles and multi-tiered system application standards.

Labor Category: Senior Financial Analyst

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

General Experience: 8 years of financial management experience, including at least five years of increasing responsibilities as a team leader of first level supervisor. Eight (8) years of experience in business, economics, economics or a related field may be traded off a B.A. or B.S. degree.

Specialized Experience: Experience in financial management with demonstrated ability to supervise or lead a team of financial analysts. Possess a thorough knowledge of government financial and accounting polices and systems requirements. Must demonstrate experience in working with multi-year/no year appropriations and differing appropriations.

Duties: Incumbent 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. Incumbent is able to assess products and or procedures for compliance with government standards, accounting interrelationships between financial management requirements and automated solutions, considering the current system environment and the potential integration of added systems. Incumbent 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. Incumbent fully understands all activities related to performance based costing, business case analysis and outsourcing requirements.

Labor Category: Senior Financial System Analyst

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

General Experience: 8 years of combined financial management and systems engineering experience. Three (3) years experience in business, economics, engineering or a related field maybe traded-off or a MBA or Master Degree in business. Eight (8) years of experience in business, economics, economics or a related field may be traded off a B.A. or B.S. degree.

Specialized Experience: Experience in financial management/accounting for the government. Possess a thorough knowledge of government financial and accounting systems and current technological environments such as the Internet, Client/Server, and Object Oriented related systems.

Duties: Incumbent manages a team of analysts in optimizing and automating complex business practices given deadlines and milestones specified by the client. Incumbent directs the gathering of user requirements and translating into workable automated solutions. Incumbent has in-depth knowledge of database architectures, object oriented design and systems implementation. Incumbent is capable of assessing products and procedures for compliance with government standards, accounting principles, internal controls, and multi-tiered systems application standards. Incumbent is 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.

Labor Category: Financial Systems Analyst

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

General Experience: Five years of combined financial management and systems engineering experience. . Eight (8) years of experience in business, economics, economics or a related field may be traded off a B.A. or B.S. degree.

Specialized Experience: Experience in financial management/accounting in a government environment. Possesses a thorough knowledge of government financial and

accounting systems and understanding of current technological environments such as the Internet, Client/Server and Object Oriented related systems.

Duties: incumbent may lead 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. Incumbent is familiar with database architectures, object oriented design and systems implementation. Incumbent is able to assess products and procedures for compliance with government standards, accounting principles internal controls and multi-tiered systems application standards. Incumbent has an understanding of all stages of a project's life cycle, including the creation of schedules, requirements documents, systems designs and specifications and project status reports.

Labor Category: Junior Financial Systems Analyst

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

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

Specialized Experience: Experience in financial management/accounting in a government environment. Possess a thorough knowledge of government financial and accounting systems and understanding of current technological environments such as the Internet, Client/Server and Object Oriented related systems.

Duties: Incumbent works as a junior member of a team of analysts to optimize and automate business practices given deadlines and milestones specified by their supervisor. Incumbent is able to research specifications and requirements and effectively report their findings. Incumbent is able to execute individual phases of a projects life cycle.

Labor Category: Senior Training Specialist

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

General Experience: Six (6) years of experience in business process and 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: Incumbent conducts the research necessary to develop and revise training courses and prepares appropriate training manuals. Incumbent prepares all instructor materials (course outline, background material and training aids). Incumbent prepares all student materials (course manuals, workbooks, handouts, completion certificates and course evaluation forms. Incumbent trains personnel by conducting formal classroom courses, workshops and seminars. Incumbent provides daily supervision to staff supporting training activities.

Labor Category: Training Specialist

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

General Experience: Four (4) years of experience in business process and 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: Incumbent conducts the research necessary to develop and revise training courses and prepares appropriate training materials. Incumbent prepares all instructor materials (course manuals, work books, handouts, completion certificates and course evaluation forms). Incumbent trains personnel by conducting formal classroom courses, workshops and seminars.

Labor Category: Administrative Specialist

Education: High School Diploma or equivalent

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General Experience: Three (3) years of experience in business administration support with a firm understanding of computer business applications.

Specialized Experience: Experience in preparing documentation, which is to include researching for applicable standards, proficient in writing and proof reading.

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

Labor Category: Technical Writer

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

General Experience: Five (5) years of experience in technical writing and editing

Specialized Experience: Experience in editing documents, including technical documents

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

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GOVERNMENT SITE LABOR RATES FOR SINS: 874-1, 874-1RC, 874-6, 874-6RC, 874-7 and 874-7RC

Labor Category Government Site Rates	Year 11	Year 12	Year 13	Year 14	Year 15
	9/30/2013 9/29/2014	9/30/2014 9/29/2015	9/30/2015 9/29/2016	9/30/2016 9/29/2017	9/30/2017 9/29/2018
Senior Cost Analyst	\$127.99	\$130.55	\$133.16	\$135.82	\$138.54
Cost Analyst	\$100.84	\$102.85	\$104.91	\$107.01	\$109.15
Junior Cost Analyst	\$86.62	\$88.35	\$90.12	\$91.92	\$93.76
Senior Accounting Analyst	\$126.69	\$129.23	\$131.81	\$134.45	\$137.14
Junior Accounting Analyst	\$99.55	\$101.54	\$103.57	\$105.65	\$107.76
Senior Contract Specialist	\$126.69	\$129.23	\$131.81	\$134.45	\$137.14
Contract Specialist	\$94.38	\$96.27	\$98.19	\$100.16	\$102.16
Junior Contract Specialist	\$67.23	\$68.57	\$69.94	\$71.34	\$72.77
Entry Level Analyst	\$63.35	\$64.62	\$65.91	\$67.23	\$68.57
Administrative Specialist	\$47.84	\$48.79	\$49.77	\$50.77	\$51.78
Senior Training Specialist	\$116.35	\$118.68	\$121.05	\$123.47	\$125.94
Training Specialist	\$82.74	\$84.40	\$86.09	\$87.81	\$89.56
Technical Writer	\$47.84	\$48.79	\$49.77	\$50.77	\$51.78
Subject Matter Expert III	\$205.56	\$209.67	\$213.87	\$218.14	\$222.51
Subject Matter Expert II	\$183.58	\$187.25	\$191.00	\$194.82	\$198.71
Subject Matter Expert I	\$138.33	\$141.10	\$143.92	\$146.80	\$149.74
Info. Tech Researcher	\$47.84	\$48.79	\$49.77	\$50.77	\$51.78
Program Manager	\$206.86	\$210.99	\$215.21	\$219.52	\$223.91
Junior Program Manager	\$133.16	\$135.82	\$138.54	\$141.31	\$144.14
Project Manager	\$156.44	\$159.57	\$162.76	\$166.01	\$169.33
Financial Manager	\$190.05	\$193.85	\$197.72	\$201.68	\$205.71
Senior Financial Analyst	\$133.16	\$135.82	\$138.54	\$141.31	\$144.14
Financial Analyst	\$96.96	\$98.90	\$100.88	\$102.90	\$104.95
Junior Financial Analyst	\$80.15	\$81.75	\$83.39	\$85.06	\$86.76
Senior Financial Syst. Anal.	\$133.16	\$135.82	\$138.54	\$141.31	\$144.14
Financial System Analyst	\$96.96	\$98.90	\$100.88	\$102.90	\$104.95
Junior Financial Syst. Anal.	\$80.15	\$81.75	\$83.39	\$85.06	\$86.76

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CONTRACTOR SITE LABOR RATES FOR SINS: 874-1, 874-1RC, 874-6, 874-6RC, 874-7 and 874-7RC

Labor Category BSC Site Rates	Year 11	Year 12	Year 13	Year 14	Year 15
	9/30/2013	9/30/2014	9/30/2015	9/30/2016	9/30/2017
	9/29/2014	9/29/2015	9/29/2016	9/29/2017	9/29/2018
Senior Cost Analyst	\$147.40	\$150.35	\$153.36	\$156.42	\$159.55
Cost Analyst	\$111.17	\$113.39	\$115.66	\$117.97	\$120.33
Junior Cost Analyst	\$94.93	\$96.83	\$98.77	\$100.74	\$102.76
Senior Accounting Analyst	\$146.15	\$149.07	\$152.05	\$155.09	\$158.19
Junior Accounting Analyst (not listed)	\$108.99	\$108.99	\$108.99	\$108.99	\$108.99
Senior Contract Specialist	\$147.40	\$150.35	\$153.36	\$156.42	\$159.55
Contract Specialist	\$104.93	\$107.03	\$109.17	\$111.35	\$113.58
Junior Contract Specialist	\$74.95	\$76.45	\$77.98	\$79.54	\$81.13
Entry Level Analyst	\$72.45	\$73.90	\$75.38	\$76.89	\$78.42
Administrative Specialist	\$56.21	\$57.34	\$58.48	\$59.65	\$60.85
Senior Training Specialist	\$116.35	\$118.68	\$121.05	\$123.47	\$125.94
Training Specialist	\$82.74	\$84.40	\$86.09	\$87.81	\$89.56
Technical Writer	\$56.21	\$57.34	\$58.48	\$59.65	\$60.85
Subject Matter Expert III	\$222.34	\$226.79	\$231.32	\$235.95	\$240.67
Subject Matter Expert II	\$202.36	\$206.40	\$210.53	\$214.74	\$219.04
Subject Matter Expert I	\$157.39	\$160.53	\$163.74	\$167.02	\$170.36
Info. Tech Researcher	\$54.96	\$56.06	\$57.18	\$58.32	\$59.49
Program Manager	\$224.84	\$229.34	\$233.92	\$238.60	\$243.37
Junior Program Manager	\$154.37	\$157.45	\$160.60	\$163.82	\$167.09
Project Manager	\$176.12	\$179.65	\$183.24	\$186.90	\$190.64
Financial Manager	\$208.60	\$212.77	\$217.03	\$221.37	\$225.80
Senior Financial Analyst	\$146.15	\$149.07	\$152.05	\$155.09	\$158.19
Financial Analyst	\$103.67	\$105.75	\$107.86	\$110.02	\$112.22
Junior Financial Analyst	\$88.69	\$90.46	\$92.27	\$94.12	\$96.00
Senior Financial Syst. Anal.	\$154.37	\$157.45	\$160.60	\$163.82	\$167.09
Financial System Analyst	\$108.67	\$110.84	\$113.06	\$115.32	\$117.63
Junior Financial Syst. Anal.	\$88.69	\$90.46	\$92.27	\$94.12	\$96.00

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