



**ARLINGTON  
VIRGINIA**

**ARLINGTON COUNTY, VIRGINIA  
OFFICE OF THE PURCHASING AGENT  
2100 CLARENDON BOULEVARD, SUITE 500  
ARLINGTON, VIRGINIA 22201**

**NOTICE OF RIDER CONTRACT**

<b>TO:</b> The Olson Group, Ltd. 11 Canal Center Plaza, Suite 103 Alexandria, Virginia 22314	<b>DATE ISSUED:</b> <b>CURRENT REFERENCE NO:</b> <b>CONTRACT TITLE:</b>	<u>April 24, 2023</u> <u>23-OEM-R-623</u> <u>Emergency Management Consulting Services</u>
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**THIS IS A NOTICE OF A RIDER CONTRACT AND NOT AN ORDER. NO WORK IS AUTHORIZED UNTIL THE VENDOR RECEIVES A VALID COUNTY PURCHASE ORDER ENCUMBERING CONTRACT FUNDS.**

Arlington rides the Lead Agency's contract referenced below for the goods and services so referenced. The contract documents consist of this notice and terms and conditions of the Lead Agency Agreement including any attachments or amendments thereto.

**LEAD AGENCY NAME:** Commonwealth of Virginia, Virginia Department of Emergency Management (VDEM)

**LEAD AGENCY CONTRACT NUMBER:** Contract No. CTR011405

**EFFECTIVE DATE:** April 24, 2023

**EXPIRES:** February 5, 2025

**RENEWALS:** Three (3) 1-year Renewals Remaining

**COMMODITY CODE(S):** 91800

**LIVING WAGE:** N

**ATTACHMENTS:**

ATTACHMENT A – COMMONWEALTH OF VIRGINIA VDEM CONTRACT NUMBER CTR011405, to include modification no. 1

**EMPLOYEES NOT TO BENEFIT:**

**NO COUNTY EMPLOYEE SHALL RECEIVE ANY SHARE OR BENEFIT OF THIS CONTRACT NOT AVAILABLE TO THE GENERAL PUBLIC.**

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**VENDOR CONTACT:** Kyle B. Olson

**VENDOR TEL. NO.:** (703) 518-9982

**EMAIL ADDRESS:** [kbolson@olsongroupltd.com](mailto:kbolson@olsongroupltd.com)

**COUNTY CONTACT:** Jeffrey Bergin, PSCE-Communications &  
Emergency Management

**COUNTY TEL. NO.:** (703) 228-7939

**COUNTY CONTACT EMAIL:** [jbergin@arlingtonva.us](mailto:jbergin@arlingtonva.us)



# COMMONWEALTH OF VIRGINIA

## Department of Emergency Management

9711 Farrar Court, Suite 200, North Chesterfield, Virginia 23236  
TEL 804.267.7600 TDD 804.674.2417 FAX 804.272.2046

**SHAWN G. TALMADGE**  
State Coordinator of  
Emergency Management

**MICHELLE T. OBLINSKY**  
Acting Chief Deputy  
State Coordinator of  
Emergency Management

**COMMONWEALTH OF VIRGINIA  
VIRGINIA DEPARTMENT OF EMERGENCY MANAGEMENT  
EMERGENCY MANAGEMENT CONSULTING SERVICES  
CONTRACT NO. CTR011405**

This is a Contract between the Virginia Department of Emergency Management (VDEM) acting as an Purchasing Agency for the Virginia Department of Emergency Management (VDEM)) and the contractor **The Olson Group, Ltd** for the provision of Emergency Management Consulting Services, pursuant to the Commonwealth's Request for Proposal No. RFP 1917, dated February 5, 2022 as modified by Addendum #1 issued February 23, 2022; Addendum #2 issued February 25, 2022; (the "RFP") and the Contractor's proposal, dated March 4, 2022 in response thereto.

**THEREFORE**, in consideration as set forth above and good and valuable consideration as set forth below, the parties agree as follows:

- A. Scope of Contract.** The Contractor shall provide the Services to the Commonwealth as set forth in the Contract Documents enumerated in Section D below.
- B. Period of Performance.** The Contract shall be effective for two (2) years from the date of award. All orders and related documents shall survive the period of performance stated in this section until such time as all orders executed prior to the expiration date of the Contract have been completely performed.
- C. Contract Renewal.** The Contract may be renewed for up to three (3) additional one (1)-year successive periods under the terms and conditions of the current Contract and upon mutual written agreement between the parties.
- D. Contract Documents.** This Contract shall consist of the following Contract Documents, listed in order of precedence from highest to lowest. All of these documents are incorporated herein by reference.

1. This signed form;
2. The Negotiation Summary with
3. The following portions of the Request for Proposal dated February 5, 2022
  - (a) The Statement of Needs,
  - (b) The Reporting Requirements,
  - (c) The General Terms and Conditions,
  - (d) The Special Terms and Conditions; and
  - (e) Federal Contract Provisions
4. The following portions of the Contractor's Proposal dated February 5, 2022
  - a. The response to the RFP Statement of Needs
  - b. Attachment A, Small Business Subcontracting Plan
  - c. Attachment B, State Corporation Commission Form
  - d. Attachment C, Sample Task Order Form
  - e. Attachment D, Proposed Pricing Sheet
  - f. Attachment E, Vendor Data Sheet
  - g. Attachment F, Federal Contract Provisions

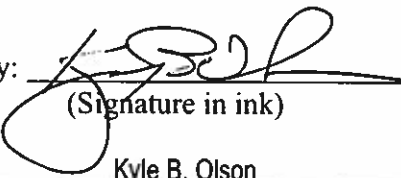
IN WITNESS WHEREOF, the parties hereto on the latest day and year written below have executed this Contract.

Contractor:

Agency:

**The Olson Group, Ltd.**

**VIRGINIA DEPARTMENT OF  
EMERGENCY MANAGEMENT**

By:   
(Signature in ink)

By:   
(Signature in ink)

Kyle B. Olson  
\_\_\_\_\_  
(Typed name)

Heather T. Payne  
\_\_\_\_\_  
(Typed name)

President  
\_\_\_\_\_  
(Typed title)

Director of Procurement  
\_\_\_\_\_  
(Typed title)

Note: This public body does not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, sexual orientation, gender identity, political affiliation, or veteran status or any other basis prohibited by state law relating to discrimination in employment. Faith-based organizations may request that the issuing agency not include subparagraph 1.e in General Terms and Condition C. Such a request shall be in writing and explain why an exception should be made in that invitation to bid or request for proposal.



**REQUEST FOR PROPOSAL #1917**

Issue Date: February 5, 2022

Title: Emergency Management Consulting Services

Commodity Code: 91800, 91806, 91807, 91812, 92849, 91865, 91875, 91812, 91881, 91885, 99029, 99030, 91820, 91838, 91846, 91883

Issuing Agency: Commonwealth of Virginia  
Virginia Department of Emergency Management

Using Agency And/Or Location Public Entities within the Commonwealth of Virginia  
Where Work Will Be Performed: Within the Commonwealth of Virginia

Initial Period Of Contract: (Initial 2 Years) From Date of Award (with (3) one year renewal options).

Sealed Proposals Will Be Received Until February 28, 2022 by 3:30 p.m. For Furnishing the Consulting Services described herein.  
Time and Date

All Inquiries for Information Should Be Directed To: Sheronda Johnson, Senior Procurement Officer at: Sheronda.Johnson@vdem.virginia.gov. Questions will only be accepted until Friday, February 18, 2022 at 2:00 p.m. Answers to the questions will be posted in the form of an Addendum.

IF PROPOSALS ARE MAILED, SEND DIRECTLY TO ISSUING AGENCY SHOWN ABOVE. IF PROPOSALS ARE HAND DELIVERED, THEN DELIVER TO: Virginia Department of Emergency Management, Procurement Office, 9711 Farrar Court, Suite 200, North Chesterfield, VA 23236.

In compliance with this Request For Proposals (RFP) and all conditions imposed in this RFP, the undersigned firm hereby offers and agrees to furnish all goods and services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation, and the undersigned firm hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

\* Virginia Contractor License No. N/A

\* DSBSD-certified Small Business No. 682630

Class: \_\_\_\_\_ Specialty Codes: \_\_\_\_\_

Name and Address of Firm:

The Olson Group, Ltd.

11 Canal Center Plaza, Suite 103

Alexandria, VA Zip Code: 22314

eVA Vendor ID or DUNS #: VS000004222

Fax Number: (\_\_\_\_) \_\_\_\_\_

E-mail Address: kbolson@olsongroupltd.com

Date: February 25, 2022

By: \_\_\_\_\_

(Signature In Ink)

Name: Kyle B. Olson

(Please Print)

Title: President

Telephone Number: (703) 518-9982

\* PRE PROPOSAL CONFERENCE: A (optional) pre proposal conference will be conducted VIRTUALLY on Tuesday, February 15, 2022 at 1:00 p.m. via the Virginia Department of Emergency Management Headquarters, 9711 Farrar Court Suite 200, North Chesterfield, VA 23236. "NO ONE WILL BE ADMITTED ON THE CALL AFTER 1:05 p.m." \*

Note: This public body does not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, sexual orientation, gender identity national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.



# COMMONWEALTH OF VIRGINIA

## Department of Emergency Management

9711 Farrar Court, Suite 200, North Chesterfield, Virginia 23236  
TEL 804.267.7600 TDD 804.674.2417 FAX 804.272.2046

**SHAWN TALMADGE**  
State Coordinator of  
Emergency Management

**ERIN SUTTON**  
Chief Deputy State Coordinator  
of Emergency Management

February 23, 2022

### ADDENDUM NO. 1 TO ALL BIDDERS:

Reference - Request For Proposals: RFP # 1917  
Commodity: Emergency Management Consulting Services  
Dated: February 5, 2022  
For Delivery To: Commonwealth of Virginia  
Virginia Department of Emergency Management  
Proposal Due Date: February 28, 2022

Offerors are hereby notified of the following changes and/or clarifications to the above referenced RFP:

**Reference: Page Attachment D Pricing CHANGE TO READ: Hourly Rate, Daily Rate, and Weekly Rate.**

Duplicate section Recovery Consultation (page 6) removed.

RFP #1917 Questions and Answers

**Note:** A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Sincerely,

Sheronda Johnson  
Senior Procurement Officer

The Olson Group, Ltd  
Name of Firm \_\_\_\_\_  
 President  
Signature and Title \_\_\_\_\_  
February 25, 2022  
Date \_\_\_\_\_

**RFP 1917 - Emergency Management Consulting Services**  
**Questions and Answers**  
**Addendum 1**

- 1. The RFP Notes “Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page.”**

**How should this be referenced? Can it just be referenced in the header of each section/sub-section?**

*RFP Section IV, A – General Instructions. -Page 10*

**Answer:** All pages should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP.

- 2. Should a redacted copy of the proposal also be provided?**

**Answer:** It was not a request in the RFP, however, you may provide a redacted copy.

- 3. Attachment D Pricing includes a column for “Quarterly Rate”. Is a Quarterly Rate required for all staff types? Could VDEM define what it means by Quarterly Rate?**  
*Attachment D, Pricing*

**Answer:** Addendum will be issued to remove quarterly rates.

- 4. Attachment D Pricing asks for “Details on Staff Type” in column 3. Would VDEM please specify what type of information the Commonwealth is looking for in this column?**  
*Attachment D, Pricing*

**Answer:** Details on the Staff Type would be the staff’s title/position.

- 5. Would VDEM please provide all the incumbent contractor’s current pricing rates?**

**Answer:** VDEM will not share incumbent contractor’s current pricing rates.



6. **The Recovery Consultation category has been repeated on pages 4 and 6 of Section III. The requirements are exactly the same on both pages so our assumption is this is just a repetition by error. Please confirm.**

**Answer:** Yes it was repeated by error.

7. **We will be submitting 1 original and 6 hard copies of our proposal. Additionally, we will be submitting an electronic version of our proposal on a flash drive. Does the Government want us to submit a redacted copy of our proposal on the flash drive too? Section IV, Page 10**

**Answer:** It was not a request in the RFP, however, you may provide a redacted copy on a flash drive as well.

8. **The RFP requests 5 references on the Vendor Data Sheet and then in Section A on Page 6 the RFP requests asks for 3 references. Can you elaborate on the differences between the two groups of references requested?**

**Answer:** Yes. References are required on the Vendor Data Sheet and in Section A.

9. **Is VDEM looking for one response for IV.B.3 and IV.B.4 to cover all the categories the proposer is submitting on or are we to have a response for these two items for every category we are responding to.**

**Answer:** If an offeror is submitting a proposal for a particular category, they are required to provide a response for the entire category. We need a response to each component (s) under that category.

10. **On page 4, Section III. Statement of Needs, Second Paragraph, Last sentence. "VDEM intends to award multiple contracts for each category and to make the services for each area of consultation available to any Commonwealth of Virginia Public entity." Must vendors obtain a written contract modification from VDEM for other public entities to use this contract? Also, Virginia Department of General Services charges vendors a 2% charge when agencies use their contracts. Will VDEM be charging vendors a fee when other public entities use this contract?**

**Answer:** Yes. An Additional User Modification will be submitted and approved by the vendor and VDEM in order for Public Entities to be able to use VDEM's Emergency Management Contract. No. There will be no fees charged when Public Entities use this contract.

**11. I've reviewed the new RFP, and there are no significant changes to the component areas we submitted a proposal for previously. I'd like to confirm that we should expect to resubmit the proposal in its entirety, or if it is acceptable to submit an updated cover page and Attachment F?**

**Answer:** Yes. Please submit a proposal in its entirety because this is a new solicitation with a new solicitation number. If you have already submitted a proposal under the previous solicitation, VDEM can return that proposal with issuance of a prepaid return label provided by the vendor. If the vendor request the proposal to be shredded by VDEM; they would need to notify Sheronda Johnson at [sheronda.johnson@vdem.virginia.gov](mailto:sheronda.johnson@vdem.virginia.gov).

**12. Did you receive our previous submission? We have a FedEx notification that it arrived.**

**Answer:** If you have already submitted a proposal under the previous solicitation, VDEM can return that proposal with issuance of prepaid return label provided by the vendor. If the vendor request the proposal to be shredded by VDEM; they would need to notify Sheronda Johnson at [sheronda.johnson@vdem.virginia.gov](mailto:sheronda.johnson@vdem.virginia.gov).

**13. Did you notify us that this solicitation was cancelled, and that a new one was issued? Were other companies notified? No one on our team received notice, and we have not found anything in spam folders. I want to ensure that we are on your mailing list for important notifications.**

**Answer:** Yes. When a solicitation is cancelled in eVA, the vendors that are registered under those commodities are notified. This is an eVA system-generated notification.

**14. Do you have a recording of the 2/15 webinar? We had no awareness of this, and wish to understand what was communicated.**

**Answer:** The virtual meeting was conducted on 2/15/2022 was the optional Pre Proposal Conference. The optional Pre Proposal Conference date and time was listed in the solicitation.

**15. Section A. Company Profile (p.6): What information is required for the sample listing of current clientele?**

**Answer:** We need to know the company name, the history of the company, resumes for the company principles and resumes of staff who may be assigned to a project related to these Emergency Management Consulting Services, existing work conducted in category area(s) identified in the statement of needs. This to include three references with full client contact information and one-two sentences of the nature of the work performed for this client.



**16. Proposal Preparation, 3. Oral Presentation (p. 11): Does VDEM anticipate doing oral presentations in person or virtually if they are required?**

**Answer:** Due to the pandemic, at this time we are unable to determine if this will be an in person or virtual oral presentation.

**17. B. Specific Proposal Instructions; 4 (p.11): The instructions ask for “b. What, when, and how the service will be performed.” and “c. Time frame for completion (if not otherwise specified by the agency in the statement of needs).” As this is an MSA and the firms are outlining how they would complete the given tasks without having specific task order information; how does VDEM want us to address the timeframe for completion and when requirements as this information would be completely dependent upon the individually issued task orders?**

**Answer:** VDEM will not know until it is known what the scope of work will be.

**18. The RFP appears to request inclusion of a staffing plan and of staff resumes in both “A. Company Profile” (RFP p. 6) and under each service area B through I for which the respondent provides a proposal (RFP p. 11). Doing so will create significant redundancy and increase page count and thus printing expense, which is particularly problematic for small businesses. Is it VDEM’s intent for the staffing plan and resumes to be repeated in this manner? (Yes/No) If No, pls. clarify VDEM’s intent.**

**Answer:** Yes, each category has to be in its own separate tab.

**19. Regarding the RFP submittal page, please confirm that if vendors are not a contractor or certified small business a N/A response will be sufficient, as well as associated with any specialty codes. We are not an A/E firm or contractor who provides services as identified by the Commonwealth (<https://www.dpor.virginia.gov/sites/default/files//Boards/Contractors/A501-27INTRO.pdf>, <https://www.dpor.virginia.gov/Boards/Contractors/>) nor are we a small business. Those items required are therefore not applicable. We want to ensure that a response of N/A and lack of specialty codes will be acceptable to the Commonwealth in our response.**

**Answer:** Yes. N/A will be sufficient. If you’re not a SWAM Business, you will have to submit a Small Business Subcontracting Plan in Attachment A, which is included in the RFP.

**20. Will all vendors approved for categories under this procurement receive copies of any task order proposal requests issued?**

**Answer:** The Purchasing Agency reserves the right to send a task order to a specific vendor or to all vendors within the selected category.

**21. As it applies to paragraph references, will the Commonwealth clarify whether the proposal should include reference to the primary paragraph number (e.g. E.3) or to sub-paragraph numbers (e.g. E3-1, E3-2) where applicable.**

**Answer:** Each category should have its own separate tab, and within that tab you may reference the paragraph numbers.

**22. Please confirm that vendors may modify the pricing sheet as it is presented to account for multiple labor categories within each sub-category (e.g. multiple categories under B-1, B-2, etc).**

**Answer: Yes.** The pricing table is a recommended format for submitting the pricing structure.

**23. Please confirm that pricing should be submitted as an attachment to the whole proposal and not within each specific subcategory.**

**Answer:** The pricing table/schedule should be included as an attachment to the complete proposal.

**24. Will the Commonwealth clarify where resumes should be provided? Currently there are duplicative requirements for item A. Company Profile and Section IV Item B3.**

**Answer:** A. Company Profile is an overall view of your company profile. However each category should have its own separate tab, and within that tab you may place your resumes for those staff members may be assigned under a specific category.

**25. Will the Commonwealth please confirm the level of detail required within each Tab. Specifically, for Tab B (for example) is the Commonwealth seeking a response to each item identified within the Section IV Item B "Specific Proposal Instructions" for the whole of Tab B or is the Commonwealth seeking a response that provides all of the information sought under Section IV Item B for EACH sub-task in Tab B (e.g. B-1, B-2, etc.)?**

**Answer:** We need all information sorted under Section IV, Item B.

26. Attachment D (Pricing) states that “The proposal should include a pricing matrix that clearly identifies the hourly/daily/weekly rates of levels of staffing for the categories and components listed in the Statement of Needs”, but the table in Attachment D also includes a column for Quarterly Rate. Could VDEM please confirm whether submittal of a Quarterly Rate for all labor categories is required?

**Answer:** Addendum will be issued to remove quarterly rates.

27. Could VDEM please clarify what “Quarterly Rate” means in the recommended pricing structure shown in Attachment D (Pricing)? Should this rate represent the rate for a quarter of an hour, a quarter or a day, a quarter of a year, or other?

**Answer:** Addendum will be issued to remove quarterly rates.

28. Can VDEM please confirm if is this RFP is a set-aside priority for small businesses?

**Answer:** No. this RFP is not a set-aside priority for small businesses.

29. Reference page 5 of the Federal Contract Provisions document, please confirm a prospective vendor will need to sign and return this page as part of a proposal submission.

**Answer:** Yes. Include the entire attachment as you are agreeing to all the Federal Contract Provisions, signing page 5.

30. Given a possible delay in the release of Q&As for this RFP and the time it would take for a prospective vendor to fully review and conform its response to meet possible new/updated requirements, will VDEM consider an extension to the submission due date?

**Answer:** No there will not be an extension.

31. Page 6 of the RFP, Section A. Company Profile  
We are planning to submit on multiple categories. Please clarify if our company should be repeated for each category that we are submitting on.

**Answer:** Yes. Each category should have its own separate tab.

**32. Page 25 for the RFP, Section XII Attachments, Attachment C on page 29 of the RFP Please verify if Attachment C, Sample Task Order Form is to be included in the proposal submission.**

**Answer:** No. The Task Order is a sample for future use.

**33. Page 25 for the RFP, Section XII Attachments, Attachment F Please clarify if Attachment F, Federal Contract Provisions is to be included in the proposal submission.**

**Answer:** Yes. Include the entire attachment as you are agreeing to all the Federal Contract Provisions, signing page 5.

**34. Pages 6-9 for the RFP, section Damage Assessment Please clarify where the category sections A – I are to be included in the proposal.**

**Answer:** Yes. Each category should have its own separate tab.

**35. Pages 6-9 for the RFP, section Damage Assessment Please clarify where the category sections A – I are to be included in Section B. Specific Proposal Instructions 1 – 7.**

**Answer:** Yes. Each category should have its own separate tab.

**36. Will contractor employees be required to submit a PIV card?**

**Answer:** Yes. They will be required to provide their personal identification, however VDEM will supply badges if needed to enter secured areas.

**37. In Category F (Hazard Mitigation) of Section 3 (Statement of Need), can you provide an example of what type of open space reporting (F4) is desired?**

**Answer:** The sample form below outlines the requirements of open space reporting.

FEMA GRANT PROGRAM 3 -YEAR OPEN SPACE PROPERTY CERTIFICATION (R3-HMA-12/01/2010)  
State/Commonwealth of \_\_\_\_\_ Select and complete the appropriate  
program information (disaster number or federal fiscal year, and FEMA project number):

HMGP – DR – \_\_\_\_\_ PROJECT NO \_\_\_\_\_ PDM – FY – \_\_\_\_\_ PROJECT NO \_\_\_\_\_  
FMA – FY – \_\_\_\_\_ PROJECT NO \_\_\_\_\_ RFC – FY – \_\_\_\_\_ PROJECT NO \_\_\_\_\_  
SRL – FY – \_\_\_\_\_ PROJECT NO \_\_\_\_\_

TO: \_\_\_\_\_  
Local Jurisdiction Official and Title Date

\_\_\_\_\_  
Address

\_\_\_\_\_  
City, State, Zip code

This document should be completed every three (3) years by the appropriate local jurisdiction official and returned to the Grantee who will forward it to FEMA Region III.

1. How many deed restrictions or easements does your community hold as a result of this acquisition/relocation projects? \_\_\_\_\_

List all addresses, Lat/Long, legal descriptions (lot number) and current use or attach a separate document.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Have you inspected all properties? Yes [ ] No [ ] \_\_\_\_\_ Date

2. Are there any properties that are **not** consistent with the terms of the deed restrictions or inspected easements? Yes [ ] No [ ]
3. If any, please attach addresses and legal description with an explanation or attach a separate document.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In accordance with 44 C.F.R. Part 80.19 (d): Land use and oversight.

I \_\_\_\_\_ (name), certify that I have inspected the above listed deed restricted properties on \_\_\_\_\_ (date) and the properties continue to be maintained consistent with the provisions of this part, the property conveyance and the grant a ward, unless they are identified above under No. 3.

\_\_\_\_\_  
Signature of Local Jurisdiction Official Date

(To be Complete by Grantee)

\_\_\_\_\_  
Grantee (State or Commonwealth)

\_\_\_\_\_  
Governor Authorized Representative

\_\_\_\_\_  
Telephone Number:

\_\_\_\_\_  
Signature of State Hazard Mitigation Officer

\_\_\_\_\_  
Date

**38. Can a prime also be a sub on an additional team?**

**Answer:** Yes. However, we will not pay any additional fees or costs. The negotiated rates will remain the same.

**39. Will VDEM accept proposal packages through the mail delivered after Feb. 28th but post-parked prior to the deadline?**

**Answer:** No. The proposals have to be received by the agency's purchasing office by the deadline of 3:30 pm on February 28, 2022.

**40. RFP Federal Provisions is attached twice to the solicitation. To confirm, this is Attachment F and must be signed and included in the proposal. A we signature is required on the first copy and then can be scanned for the remaining 6 copies, correct?**

**Answer:** The Federal Provisions is only in Attachment F. Yes, include the entire attachment as you are agreeing to all the Federal Contract Provision and yes you are signing page 5.

**41. Does the reference list on page 23 need to be included or can the references be included in Section A, Company Profile?**

**Answer:** References are included on the Vendor Data Sheet and references should also be included in Section A. Company Profile behind the A. tab.

**42. Under Statement of Needs, Recovery Consultation is noted twice, however it should only be reflected as Section B, correct?**

**Answer:** Correct. It was a duplicate.

**43. Can you please confirm no Anti Byrd Clause needs to be signed and incorporated in the proposal?**

**Answer:** Yes. Include the entire attachment as you are agreeing to all the Federal Contract Provisions, signing page 5.



**44. Do we need to submit anything in reference to “Attachment C Sample Task Order Form” or is it included just for illustrative purposes?**

**Answer:** No. Attachment C is just a sample of the Task Order Form.

**45. From “Attachment F Federal Contract Provisions” we only need to include and complete item “6. Byrd Anti-Lobbying Clause (31 U.S.C. § 1352 (as amended))” on pages 4 and 5, correct?**

**Answer:** We need you to include the entire attachment as you are agreeing to all of the Federal Contract Provisions, sign page 5 for the Byrd Anti-Lobbying Clause.



### III. STATEMENT OF NEEDS:

The Virginia Department of Emergency Management (VDEM) is a state agency with over 48 years of history. During that time the organization has undergone changes in keeping with the trends in the field of emergency management.

The overall goal of this solicitation is to identify contractors qualified for consultation under one or all of the categories outlined below. VDEM intends to award multiple contracts for each category and to make the services for each area of consultation available to any Commonwealth of Virginia Public entity.

#### Recovery Consultation

In this area VDEM is seeking the expertise to assist with:

- Supporting VDEM as an applicant, collect disaster related expenditures, estimates, and contracts, write project narratives, and submit the project to FEMA, and respond to RFIs. Package VDEM grant project submissions and prepare for closeout submission.
- Supporting VDEM as a recipient. Provide technical assistance to local governments, state agencies institutions of higher education, private non-profits, and federally recognized tribes, support Regional offices (7) as needed. This includes supporting small and large project documentation review and reconciliation, monitoring reimbursement requests, quarterly reporting, and submission of closeout request to FEMA.
- Develop custom reports and dashboards that represents a holistic high level view of the disaster progress. This includes visuals/graphic representations.
- Support VDEM through any applicant appeals through FEMA Public Assistance, and being compliant with the regulatory appeal timelines.
- Support VDEM in the coordination of FEMA Individual Assistance programs

#### Planning Consultation

In this area VDEM is seeking he expertise to assist with:

- Plan development (state or local governments) that are all hazards to include at least continuity of operations, continuity of government, emergency operations and shelter plans
- Read and evaluate existing plans (state or local government) as part of a best practice review with a summary of strengths and opportunities for improvements as the final product (does not include training and exercising the plan)
- Development of a curricula on plan development – with focus on the local government plan development – to be all hazards and inclusive of the whole community

#### General Management Consultation

In this area VDEM is seeking the expertise to assist with:

- Lead and document business process improvement discussions and decisions related to any aspect of VDEM's business to include financial practices, human resources management (to include compensation and classification analysis), strategic planning, and emergency coordination procedures, with the final goal of developing a new process that increases efficiency while maintaining effectiveness

#### Emergency Response Consultation

In this area VDEM is seeking the expertise to assist with:

- After action reporting (from data collection to development of an after-action report based on a real-world event)
- Analysis of a collection of existing after-action reports for trends, themes and recommendations that are cross walked with VDEM program priorities and funding priorities
- Staff augmentation during a real-world event and activation as well as for exercises. Staff augmentation to include personnel who can serve multiple roles within an Emergency Operations

Center (working in the joint information center, request management logistics, finance and other emergency support functions). During an exercise staff augmentation includes trained personnel who can serve as controllers and evaluators (evaluators will again need to align with the same types of roles found in an Emergency Operations Center)

### Hazard Mitigation

In this area VDEM is seeking the expertise to assist with:

- Assist local governments in developing FEMA Hazard Mitigation Assistance (HMA) grant applications, including assisting with Benefit Cost Analysis. This includes assisting VDEM in application review, packaging, and submission to FEMA.
- Assist local governments in developing preliminary engineering studies (PERs) that identifies the hazard problem, current level of protection, proposed solutions, level of protection, and cost estimates.
- Perform loss avoidance studies on mitigated properties (post flood)
- Perform open space reporting for mitigated properties
- Perform HMA grant outreach and education
- Support VDEM in sub-recipient quarterly reporting, monitoring, and closeout packages

### Preparedness/Homeland Security

In this area VDEM is seeking the expertise to assist with:

- Assist VDEM in coordination, development, and submission of investment justifications for the Homeland Security Grant Program (HSGP).
- Assist VDEM with the coordination, development, and submission of the Emergency Management Performance Grant (EMPG) work plan and budget. This would also include any supplemental EMPG funding.
- Support VDEM in sub-recipient quarterly reporting, monitoring, and closeout packages

### Recovery Consultation

In this area VDEM is seeking the expertise to assist with:

- Supporting VDEM as an applicant, collect disaster related expenditures, estimates, and contracts, write project narratives, and submit the project to FEMA, and respond to RFIs Package VDEM grant project submissions and prepare for closeout submission
- Supporting VDEM as a recipient. Provide technical assistance to local governments, state agencies institutions of higher education, private non-profits, and federally recognized tribes, support Regional offices (7) as needed. This includes supporting small and large project documentation review and reconciliation, monitoring reimbursement requests, quarterly reporting, and submission of closeout request to FEMA
- Develop custom reports and dashboards that represents a holistic high level view of the disaster progress. This includes visuals/graphic representations
- Support VDEM through any applicant appeals through FEMA Public Assistance, and being compliant with the regulatory appeal timelines
- Support VDEM in the coordination of FEMA Individual Assistance programs

### Diversity, Equity, and Inclusion

In this area, VDEM is seeking expertise to assist with:

- Supporting the Office of Diversity, Equity, and Inclusion (ODEI) with data collection, data analysis, and equity reporting
- Development and implementation of DEI training curriculum
- Assessing VDEM policies through an equity lens
- 

### Damage Assessment

In this area VDEM is seeking the expertise to assist with:

- Damage assessment for public and private infrastructure to include physical and virtual assessments, estimating costs to repair/rebuild structures/infrastructure, cost estimates for debris removal/monitoring, and identifying opportunities for mitigation
- Data collection and analysis to support federal disaster declaration requests letter for public assistance, individual assistance, or small business administration loans. This includes appeals.
- Damage assessment methodology must be consistent with FEMA Region III Damage Assessment Guidance. Should be able to conduct damage assessments in person, or virtually.
- Provide Just-in-time training for damage assessment

#### A. Company Profile

In this area VDEM is seeking the expertise to assist with:

This section of the proposal needs to include the history of the company, sample listing of current clientele, resumes for the company principles and resumes of Staff who may be assigned to a project, existing work conducted in category area(s) identified in the statement of need. This section would also include three references with full client contact information and 1-2 sentences about the nature of the work performed for the client

#### B. Recovery Consultation

In this area VDEM is seeking the expertise to assist with:

- B1. Supporting VDEM as an applicant, collect disaster related expenditures, estimates, and contracts, write project narratives, and submit the project to FEMA, and respond to RFIs. Package VDEM grant project submissions and prepare for closeout submission.
- B2. Supporting VDEM as a recipient. Provide technical assistance to local governments, state agencies institutions of higher education, private non-profits, and federally recognized tribes, support Regional offices (7) as needed. This includes supporting small and large project documentation review and reconciliation, monitoring reimbursement requests, quarterly reporting, and submission of closeout request to FEMA.
- B3. Develop custom reports and dashboards that represents a holistic high level view of the disaster progress. This includes visuals/graphic representations.
- B4. Support VDEM through any applicant appeals through FEMA Public Assistance, and being compliant with the regulatory appeal timelines.
- B5. Support VDEM in the coordination of FEMA Individual Assistance programs
- B6. This additional component is open for an offeror to add a service or product not defined in B1–B5 that the offeror deems may be of use to VDEM given the overall statement of need regarding planning consultation

The offeror has the option to submit a proposal for one or all component(s) of this category. The proposal needs to clearly state which component(s) the proposal addresses and which component(s) the proposal omits. If the offeror will not be submitting a proposal under this category, behind Tab B the offeror should place a page that states “The (company name) is not submitting a proposal for the category of Mitigation/Recovery consultation”.

#### C. Planning Consultation

In this area VDEM is seeking the expertise to assist with:

- C1. Plan development (state or local governments) that are all hazards to include at least continuity of operations, continuity of government, emergency operations and shelter plans. C2. Assess and evaluate existing plans (state or local government) as part of a best practice review with a summary of strengths and opportunities for improvement as the final product (does not include training and exercising of the plan)
- C3. Development of a curricula on plan development – with focus on the local government plan development – to be all hazards and inclusive of the whole community

C4. This additional component is open for an offeror to add a service or product not defined in C1–C3 that the offeror deems may be of use to VDEM given the overall statement of need regarding planning consultation

The offeror has the option to submit a proposal for one or all component(s) of this category. The proposal needs to clearly state which component(s) the proposal addresses and which component(s) the proposal omits. If the offeror will not be submitting a proposal under this category, behind Tab C the offeror should place a page that states “The (company name) is not submitting a proposal for the category of planning consultation”.

D. General Management Consultation

In this area VDEM is seeking the expertise to assist with:

- D1. Lead and document business process improvement discussions and decisions related to any aspect of VDEM’s business to include
- D2. Financial practices, to include Demographics, Statistics and Analysis
- D3. Human resources management (to include compensation and classification analysis),
- D4. Strategic planning, and emergency coordination procedures, with the final goal of developing a new process that increases efficiency while maintaining effectiveness.
- D5. This additional component is open for an offeror to add a service or product not defined in D1–D4 that the offeror deems may be of use to VDEM given the overall statement of need regarding planning consultation

The offeror has the option to submit a proposal for one or all component(s) of this category. The proposal needs to clearly state which component(s) the proposal addresses and which component(s) the proposal omits. If the offeror will not be submitting a proposal under this category, behind Tab D the offeror should place a page that states “The (company name) is not submitting a proposal for the category of General Management consultation”.

E. Emergency Response Consultation

Proposal would need to address each component of the consultation to include:

- E1. After action reporting (from data collection to development of an after action report based on a real world event)
- E2. Analysis of a collection of existing after action reports for trends, themes and recommendations that are cross walked with VDEM program priorities and funding priorities
- E3. Staff augmentation during a real world event and activation as well as for exercises.
- E3-1. Staff augmentation to include personnel who can serve multiple roles within an Emergency Operations Center (working in the joint information center, request management, logistics, finance and other emergency support functions).
- E3-2. During an exercise staff augmentation includes trained personnel who can serve as controllers and evaluators (evaluators will again need to align with the same types of roles found in an Emergency Operations Center).
- E4. This additional component is open for an offeror to add a service or product not defined in E1–E3 that the offeror deems may be of use to VDEM given the overall statement of need regarding planning consultation

The offeror has the option to submit a proposal for one or all component(s) of this category. The proposal needs to clearly state which component(s) the proposal addresses and which component(s) the proposal omits. If the offeror will not be submitting a proposal under this category, behind Tab E the offeror should place a page that states “The (company name) is not submitting a proposal for the category of Emergency Response consultation”.

F. Hazard Mitigation Consultation

- F1. Assist local governments in developing FEMA Hazard Mitigation Assistance (HMA) grant applications, including assisting with Benefit Cost Analysis. This includes assisting VDEM in application review, packaging, and submission to FEMA.
- F2. Assist local governments in developing preliminary engineering studies (PERs) that identifies the hazard problem, current level of protection, proposed solutions, level of protection, and cost estimates.



- F3. Perform loss avoidance studies on mitigated properties (post flood)
- F4. Perform open space reporting for mitigated properties c.
- F5. Perform HMA grant outreach and education
- F6. Support VDEM in sub-recipient closeout packages
- F7. This additional component is open for an offeror to add a service or product not defined in F1–F6 that the offeror deems may be of use to VDEM given the overall statement of need regarding planning consultation

The offeror has the option to submit a proposal for one to all component of this category. The proposal needs to clearly state which component(s) the proposal addresses and which component(s) the proposal omits. If the offeror will not be submitting a proposal under this category, behind Tab F the offeror should place a page that states “The (company name) is not submitting a proposal for the category of Emergency Response consultation”.

#### G. Preparedness/Homeland Security

- G1. Assist VDEM in coordination, development, and submission of investment justifications for the Homeland Security Grant Program (HSGP).
- G2. Assist VDEM with the coordination, development, and submission of the Emergency Management Performance Grant (EMPG) work plan and budget. This would also include any supplemental EMPG funding.
- G3. Support VDEM in sub-recipient closeout packages
- G4. This additional component is open for an offeror to add a service or product not defined in G1–G3 that the offeror deems may be of use to VDEM given the overall statement of need regarding planning consultation

The offeror has the option to submit a proposal for one or all component(s) of this category. The proposal needs to clearly state which component(s) the proposal addresses and which component(s) the proposal omits. If the offeror will not be submitting a proposal under this category, behind Tab G the offeror should place a page that states “The (company name) is not submitting a proposal for the category of Emergency Response consultation”.

#### H. Diversity, Equity and Inclusion

- H1. Support the Office of Diversity, Equity, and Inclusion (ODEI) as needed with data collection, data analysis, and equity reporting
- H2. Support the Office of External Affairs and ODEI with language access needs before and during an emergency
- H3. Development and implementation of DEI training curricula and culturally competent tools and resources
- H4. Staff augmentation: staff augmentation to include personnel who can serve as program managers, program coordinators, data analysis, and community engagement specialists
- H5. Assess and evaluate VDEM policies, plans, procedures, and programs through an equity lens
- H6. General DEI advising and consulting during emergency declarations
- H7. This additional component is open for an offeror to add a service or product not defined in H1–H6 that the offeror deems may be of use to VDEM given the overall statement of need regarding planning consultation

The offeror has the option to submit a proposal for one or all component(s) of this category. The proposal needs to clearly state which component(s) the proposal addresses and which component(s) the proposal omits. If the offeror will not be submitting a proposal under this category, behind Tab H the offeror should place a page that states “The (company name) is not submitting a proposal for the category of Emergency Response consultation”.

#### I. Damage Assessment

- I1. Damage assessment for public and private infrastructure to include physical and virtual assessments, estimating costs to repair/rebuild structures/infrastructure, cost estimates for debris removal/monitoring, and identifying opportunities for mitigation
- I2. Data collection and analysis to support federal disaster declaration requests letter for public assistance, individual assistance, or small business administration loans. This includes appeals.

13. Damage assessment methodology must be consistent with FEMA Region III Damage Assessment Guidance. Should be able to conduct damage assessments in person, or virtually.
14. Provide Just-in-time training for damage assessment
15. This additional component is open for an offeror to add a service or product not defined in 11–14 that the offeror deems may be of use to VDEM given the overall statement of need regarding planning consultation

The offeror has the option to submit a proposal for one or all component(s) of this category. The proposal needs to clearly state which component(s) the proposal addresses and which component(s) the proposal omits. If the offeror will not be submitting a proposal under this category, behind Tab I the offeror should place a page that states “The (company name) is not submitting a proposal for the category of Emergency Response consultation”.

- VI. REPORTING AND DELIVERY INSTRUCTIONS:** This solicitation will result in a requirements contract that shall be activated only upon the need to secure emergency management services via the issuance and acceptance of a Task Order and Purchase Order. As such, no compensation shall accrue to the Contractor unless and until the contract is activated by issuance of a Task Order and Purchase Order.
- A. The contractor shall provide the documentation as found in attachment (C) to the Contract Administrator for approval by the agency. Payment will be dependent upon receipt of deliverables as set forth in the Task Order and corresponding (SOW).
  - B. The contractor shall provide progress reports to the Contract Administrator as per the Task Order outlining the following:
    1. The specific accomplishments achieved during the reporting period.
    2. The specific tasks completed pursuant to the provisions of the contract and the completion dates of such tasks.
    3. The projected completion dates for the remaining specific tasks required by the contract.
  - C. The contractor shall furnish a preliminary outline of the organizational structure of the final report to Contract Administrator as per the timelines described in the Task Order & SOW.
    1. The preliminary outline shall delineate the main topics and subtopics that will later be described in detail in the final report.
    2. Beneath each topic and subtopic, the contractor shall furnish a brief narrative description of the subject matter encompassed by the topic or subtopic.
    3. The agency shall have the right to edit, modify and/or rearrange the organizational structure, topics, and subtopics as it deems necessary to insure the inclusion of all work required by the contract.
  - D. Prior to the submission of the final report, the contractor shall present a preliminary draft of the final report to Contract Administrator. The agency shall have the right to modify and/or to require additional elaboration as it deems necessary to insure a comprehensive and thorough written study of all work required by the contract.
  - E. On or before the date specified in the contract, a final report shall be delivered to Contract Administrator for its approval. The contractor shall furnish copies of the final report as per the SOW.
  - F. The contractor shall make at least one (1) oral presentation of the final report to persons or organizations as deemed necessary by the agency.

②

The Contractor is required to provide the purchasing agency with monthly reporting to include prime contractor spend detailing the spend utilizing small business subcontractors as outlined in the requirements for the Small Business Contracting Plan where the prime contract in excess of \$100,000. The monthly reporting shall detail the project spent against the task order detailed out for each task order and purchase order issued.

**VIII. GENERAL TERMS AND CONDITIONS:**

- A. **VENDORS MANUAL:** This solicitation is subject to the provisions of the Commonwealth of Virginia *Vendors Manual* and any changes or revisions thereto, which are hereby incorporated into this contract in their entirety. The process for filing a complaint about this solicitation is in section 7.13 of the *Vendors Manual*. (Note section 7.13 does not apply to protests of awards or formal contractual claims.) The procedure for filing contractual claims is in section 7.19 of the *Vendors Manual*. A copy of the manual is normally available for review at the purchasing office and is accessible on the Internet at [www.eva.virginia.gov](http://www.eva.virginia.gov) under "I Sell To Virginia".
- B. **APPLICABLE LAWS AND COURTS:** This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia, without regard to its choice of law provisions, and any litigation with respect thereto shall be brought in the circuit courts of the Commonwealth. The agency and the contractor are encouraged to resolve any issues in controversy arising from the award of the contract or any contractual dispute using Alternative Dispute Resolution (ADR) procedures (*Code of Virginia*, § 2.2-4366). ADR procedures are described in Chapter 9 of the *Vendors Manual*. The contractor shall comply with all applicable federal, state and local laws, rules and regulations.
- C. **ANTI-DISCRIMINATION:** By submitting their proposals, offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and § 2.2-4311 of the *Virginia Public Procurement Act (VPPA)*. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender sexual orientation, gender identity, or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Code of Virginia*, § 2.2-4343.1E).

In every contract over \$10,000 the provisions in 1. and 2. below apply:

- 1. During the performance of this contract, the contractor agrees as follows:
  - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
  - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
  - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

d. If the contractor employs more than five employees, the contractor shall (i) provide annual training on the contractor's sexual harassment policy to all supervisors and employees providing services in the Commonwealth, except such supervisors or employees that are required to complete sexual harassment training provided by the Department of Human Resource Management, and (ii) post the contractor's sexual harassment policy in (a) a conspicuous public place in each building located in the Commonwealth that the contractor owns or leases for business purposes and (b) the contractor's employee handbook.

e. The requirements of these provisions 1. and 2. are a material part of the contract. If the Contractor violates one of these provisions, the Commonwealth may terminate the affected part of this contract for breach, or at its option, the whole contract. Violation of one of these provisions may also result in debarment from State contracting regardless of whether the specific contract is terminated.

f. In accordance with Executive Order 61 (2017), a prohibition on discrimination by the contractor, in its employment practices, subcontracting practices, and delivery of goods or services, on the basis of race, sex, color, national origin, religion, sexual orientation, gender identity, age, political affiliation, disability, or veteran status, is hereby incorporated in this contract.

2. The contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

D. ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offeror supplier, manufacturer or subcontractor in connection with their proposal and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

E. IMMIGRATION REFORM AND CONTROL ACT OF 1986: Applicable for all contracts over \$10,000:

By entering into a written contract with the Commonwealth of Virginia, the Contractor certifies that the Contractor does not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.

F. DEBARMENT STATUS: By participating in this procurement, the vendor certifies that they are not currently debarred by the Commonwealth of Virginia from submitting a response for the type of goods and/or services covered by this solicitation. Vendor further certifies that they are not debarred from filling any order or accepting any resulting order, or that they are an agent of any person or entity that is currently debarred by the Commonwealth of Virginia.

If a vendor is created or used for the purpose of circumventing a debarment decision against another vendor, the non-debarred vendor will be debarred for the same time period as the debarred vendor.

G. ANTITRUST: By entering into a contract, the contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.

H. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS FOR RFPs

1. Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, the Commonwealth reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.

- I. CLARIFICATION OF TERMS: If any prospective offeror has questions about the specifications or other solicitation documents, the prospective offeror should contact the buyer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the buyer.

J. PAYMENT:

1. To Prime Contractor:

- a. Invoices for items ordered, delivered and accepted shall be submitted by the contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the state contract number and/or purchase order number; social security number (for individual contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).
- b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.
- c. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the contractor at the contract price, regardless of which public agency is being billed.
- d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.
- e. Unreasonable Charges. Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be resolved in accordance with *Code of Virginia*, § 2.2-4363 and -4364. Upon determining that invoiced charges are not reasonable, the Commonwealth shall notify the contractor of defects or improprieties in invoices within fifteen (15) days as required in *Code of Virginia*, § 2.2-4351. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Code of Virginia*, § 2.2-4363).

2. To Subcontractors:

- a. Within seven (7) days of the contractor's receipt of payment from the Commonwealth, a contractor awarded a contract under this solicitation is hereby obligated:
  - (1) To pay the subcontractor(s) for the proportionate share of the payment received for work performed by the subcontractor(s) under the contract; or (2) To notify the agency and the subcontractor(s), in writing, of the contractor's intention to withhold payment and the reason.
- b. The contractor is obligated to pay the subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the contractor that remain unpaid seven (7) days following receipt of payment from the

Commonwealth, except for amounts withheld as stated in (2) above. The date of mailing of any payment by U. S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier contractor performing under the primary contract. A contractor's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of the Commonwealth.

3. Each prime contractor who wins an award in which provision of a SWaM procurement plan is a condition to the award, shall deliver to the contracting agency or institution, on or before request for final payment, evidence and certification of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWaM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by the agency or institution, or other appropriate penalties may be assessed in lieu of withholding such payment.
  4. The Commonwealth of Virginia encourages contractors and subcontractors to accept electronic and credit card payments.
- K. **PRECEDENCE OF TERMS:** The following General Terms and Conditions *VENDORS MANUAL, APPLICABLE LAWS AND COURTS, ANTI-DISCRIMINATION, ETHICS IN PUBLIC CONTRACTING, IMMIGRATION REFORM AND CONTROL ACT OF 1986, DEBARMENT STATUS, ANTITRUST, MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS, CLARIFICATION OF TERMS, PAYMENT* shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.
- L. **QUALIFICATIONS OF OFFERORS:** The Commonwealth may make such reasonable investigations as deemed proper and necessary to determine the ability of the offeror to perform the services/furnish the goods and the offeror shall furnish to the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect offeror's physical facilities prior to award to satisfy questions regarding the offeror's capabilities. The Commonwealth further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such offeror fails to satisfy the Commonwealth that such offeror is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.
- M. **TESTING AND INSPECTION:** The Commonwealth reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.
- N. **ASSIGNMENT OF CONTRACT:** A contract shall not be assignable by the contractor in whole or in part without the written consent of the Commonwealth.
- O. **CHANGES TO THE CONTRACT:** Changes can be made to the contract in any of the following ways:
1. The parties may agree in writing to modify the terms, conditions, or scope of the contract. Any additional goods or services to be provided shall be of a sort that is ancillary to the contract goods or services, or within the same broad product or service categories as were included in the contract award. Any increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
  2. The Purchasing Agency may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The contractor shall comply with the notice upon receipt, unless the contractor intends to claim an adjustment to compensation, schedule, or other contractual impact that would be caused by complying with such notice, in which case the contractor shall, in writing, promptly notify the Purchasing Agency of the adjustment to be sought, and before proceeding to comply with the notice, shall await the Purchasing Agency's written decision affirming, modifying, or revoking the prior written notice. If the Purchasing Agency decides to



issue a notice that requires an adjustment to compensation, the contractor shall be compensated for any additional costs incurred as the result of such order and shall give the Purchasing Agency a credit for any savings. Said compensation shall be determined by one of the following methods:

- a. By mutual agreement between the parties in writing; or
- b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the Purchasing Agency's right to audit the contractor's records and/or to determine the correct number of units independently; or
- c. By ordering the contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The contractor shall present the Purchasing Agency with all vouchers and records of expenses incurred and savings realized. The Purchasing Agency shall have the right to audit the records of the contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to the Purchasing Agency within thirty (30) days from the date of receipt of the written order from the Purchasing Agency. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia *Vendors Manual*. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this contract shall excuse the contractor from promptly complying with the changes ordered by the Purchasing Agency or with the performance of the contract generally.

P. DEFAULT: In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.

Q. TAXES: Omitted.

R. USEOF BRAND NAMES: Omitted.

S. TRANSPORTATION AND PACKAGING: Omitted.

T. INSURANCE: By signing and submitting a proposal under this solicitation, the offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with §§ 2.2-4332 and 65.2-800 et seq. of the *Code of Virginia*. The offeror further certifies that the contractor and any subcontractors will maintain these insurance coverages during the entire term of the contract and that all coverage will be provided by companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM INSURANCE COVERAGE AND LIMITS:

1. Workers' Compensation - Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirements under the *Code of Virginia* during the course of the contract shall be in noncompliance with the contract.
2. Employer's Liability - \$100,000.

3. Commercial General Liability - \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia shall be added as an additional insured to the policy by an endorsement.
4. Automobile Liability - \$1,000,000 combined single limit. (Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third party owner of such motor vehicle.)

**Professional Service**

**Limits**

Accounting	\$1,000,000 per occurrence, \$3,000,000 aggregate
Architecture	\$2,000,000 per occurrence, \$6,000,000 aggregate
Asbestos Design, Inspection or Abatement Contractors	\$1,000,000 per occurrence, \$3,000,000 aggregate
Health Care Practitioner (to include Dentists, Licensed Dental Hygienists, Optometrists, Registered or Licensed Practical Nurses, Pharmacists, Physicians, Podiatrists, Chiropractors, Physical Therapists, Physical Therapist Assistants, Clinical Psychologists, Clinical Social Workers, Professional Counselors, Hospitals, or Health Maintenance Organizations.)	
	<i>Code of Virginia § 8.01-581.15</i>
<a href="https://law.lis.virginia.gov/vacode/title8.01/chapter21.1/section8.01-581.15/">https://law.lis.virginia.gov/vacode/title8.01/chapter21.1/section8.01-581.15/</a>	
Insurance/Risk Management	\$1,000,000 per occurrence, \$3,000,000 aggregate
Landscape/Architecture	\$1,000,000 per occurrence, \$1,000,000 aggregate
Legal	\$1,000,000 per occurrence, \$5,000,000 aggregate
Professional Engineer	\$2,000,000 per occurrence, \$6,000,000 aggregate
Surveying	\$1,000,000 per occurrence, \$1,000,000 aggregate

U. **ANNOUNCEMENT OF AWARD:** Upon the award or the announcement of the decision to award a contract as a result of this solicitation, the purchasing agency will publicly post such notice in eVA ([www.eva.virginia.gov](http://www.eva.virginia.gov)) for a minimum of 10 days.

V. **DRUG-FREE WORKPLACE:** Applicable for all contracts over \$10,000:

During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

W. **NON DISCRIMINATION OF CONTRACTORS:** A offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the offeror employs ex-offenders unless the state agency, department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based

organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

- X. eVA BUSINESS-TO-GOVERNMENT VENDOR REGISTRATION, CONTRACTS, AND ORDERS: The eVA Internet electronic procurement solution, web site portal [www.eVA.virginia.gov](http://www.eVA.virginia.gov), streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet e-procurement solution by completing the free eVA Vendor Registration. All offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the bid/proposal being rejected.

Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

- a. For orders issued July 1, 2014, and after, the Vendor Transaction Fee is:
  - (i) DSBSD-certified Small Businesses: 1%, capped at \$500 per order.
  - (ii) Businesses that are not DSBSD-certified Small Businesses: 1%, capped at \$1,500 per order.
- b. Refer to Special Term and Condition "eVA Orders and Contracts" to identify the number of purchase orders that will be issued as a result of this solicitation/contract with the eVA transaction fee specified above assessed for each order.

For orders issued prior to July 1, 2014, the vendor transaction fees can be found at [www.eVA.virginia.gov](http://www.eVA.virginia.gov).

The specified vendor transaction fee will be invoiced, by the Commonwealth of Virginia Department of General Services, typically within 60 days of the order issue date. Any adjustments (increases/decreases) will be handled through purchase order changes.

- Y. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent that the legislature has appropriated funds that are legally available or may hereafter become legally available for the purpose of this agreement.
- Z. SET-ASIDES IN ACCORDANCE WITH THE SMALL BUSINESS ENHANCEMENT AWARD PRIORITY: This solicitation is set-aside for award priority to DSBSD-certified micro businesses or small businesses when designated as "Micro Business Set-Aside Award Priority" or "Small Business Set-Aside Award Priority" accordingly in the solicitation. DSBSD-certified micro businesses or small businesses also includes DSBSD-certified women-owned and minority-owned businesses when they have received the DSBSD small business certification. For purposes of award, offerors shall be deemed micro businesses or small businesses if and only if they are certified as such by DSBSD on the due date for receipt of proposals.
- AA. PRICE CURRENCY: Unless stated otherwise in the solicitation, offerors shall state offer prices in US dollars.
- BB. AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH: A contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the *Code of Virginia* or as otherwise required by law. Any business entity described above that enters into a contract with a public body pursuant to the *Virginia Public Procurement Act* shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the

contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.

- CC. **CIVILITY IN STATE WORKPLACES:** The contractor shall take all reasonable steps to ensure that no individual, while performing work on behalf of the contractor or any subcontractor in connection with this agreement (each, a "Contract Worker"), shall engage in 1) harassment (including sexual harassment), bullying, cyber-bullying, or threatening or violent conduct, or 2) discriminatory behavior on the basis of race, sex, color, national origin, religious belief, sexual orientation, gender identity or expression, age, political affiliation, veteran status, or disability.

The contractor shall provide each Contract Worker with a copy of this Section and will require Contract Workers to participate in agency training on civility in the State workplace if contractor's (and any subcontractor's) regular mandatory training programs do not already encompass equivalent or greater expectations. Upon request, the contractor shall provide documentation that each Contract Worker has received such training.

For purposes of this Section, "State workplace" includes any location, permanent or temporary, where a Commonwealth employee performs any work-related duty or is representing his or her agency, as well as surrounding perimeters, parking lots, outside meeting locations, and means of travel to and from these locations. Communications are deemed to occur in a State workplace if the Contract Worker reasonably should know that the phone number, email, or other method of communication is associated with a State workplace or is associated with a person who is a State employee.

The Commonwealth of Virginia may require, at its sole discretion, the removal and replacement of any Contract Worker who the Commonwealth reasonably believes to have violated this Section.

This Section creates obligations solely on the part of the contractor. Employees or other third parties may benefit incidentally from this Section and from training materials or other communications distributed on this topic, but the Parties to this agreement intend this Section to be enforceable solely by the Commonwealth and not by employees or other third parties.

#### **IX. SPECIAL TERMS AND CONDITIONS:**

- A. **AUDIT:** The contractor shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The agency, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.
- B. **AWARD TO MULTIPLE OFFERORS:** Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The Commonwealth reserves the right to make multiple awards as a result of this solicitation. The Commonwealth may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous (*Code of Virginia*, § 2.2-4359D). Should the Commonwealth determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.
- C. **CANCELLATION OF CONTRACT:** VDEM reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the contractor. In the event the initial contract period is for more than 12 months, the resulting contract may also be terminated by the contractor, without penalty, after the initial 12 months of the contract period upon 60 days written notice to

the other party. Any contract cancellation notice shall not relieve the contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

The issuing agency reserves the right to cancel and terminate a Task Order issued against this contract, in part or in whole, without penalty, upon a minimum of 15 days written notice to the contractor. Any task order cancellation notice shall not relieve the contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

- D. **eVA ORDERS AND CONTRACTS:** The solicitation/contract will result in multiple purchase orders with the applicable eVA transaction fee assessed for each order.

Vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet e- procurement solution and agree to comply with the following: If this solicitation is for a term contract, failure to provide an electronic catalog (price list) or index page catalog for items awarded will be just cause for the Commonwealth to reject your bid/offer or terminate this contract for default. The format of this electronic catalog shall conform to the eVA Catalog Interchange Format (CIF) Specification that can be accessed and downloaded from [www.eVA.virginia.gov](http://www.eVA.virginia.gov). Contractors should email Catalog or Index Page information to [eVA-catalog- manager@dgs.virginia.gov](mailto:eVA-catalog-manager@dgs.virginia.gov).

E. **RENEWAL OF CONTRACT**

**RENEWAL OF CONTRACT:** This contract may be renewed by the Commonwealth for (one year) / (3) successive one year periods) under the terms and conditions of the original contract except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the Commonwealth's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.

1. If the Commonwealth elects to exercise the option to renew the contract for an additional one-year period, the contract price(s) for the additional one year shall not exceed the contract price(s) of the original contract increased/decreased by more than the percentage increase/decrease of the other services category of the CPI-U section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.
2. If during any subsequent renewal periods, the Commonwealth elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the other services category of the CPI-U section of the Consumer Price Index of the United States Bureau of Statistics for the latest 12 month for which statistics are available.

- F. **ADDITIONAL USERS:** This procurement is being conducted on behalf of state agencies, institutions and other public bodies who may be added by the issuance of a contract modification or deleted at any time during the period of the contract. The addition or deletion of authorized users not specifically named in the solicitation shall be made only by written contract modification issued by this agency or institution and upon mutual agreement of the contractor. Such modification shall name the specific agency added or deleted and the effective date. The contractor shall not honor an order citing the resulting contract unless the ordering entity has been added by written contract modification.

G. **SUBMISSION OF SMALL BUSINESS SUBCONTRACTING PLAN, EVIDENCE OF COMPLIANCE WITH SMALL BUSINESS SUBCONTRACTING PLAN, AND SUBCONTRACTOR REPORTING:**

- A. **Submission of Small Business Subcontracting Plan:** It is the statewide goal of the Commonwealth that 42% of its purchases be made from small businesses certified by DSBSD. This includes discretionary spending in prime contracts and subcontracts. All offerors are required to submit a Small Business Subcontracting Plan. The contractor is encouraged to offer such subcontracting opportunities to DSBSD-certified small businesses. This shall include DSBSD-certified women-owned and minority-



owned businesses and businesses with DSBSD service disabled veteran-owned status when they have also received DSBSD small business certification. Where it is not practicable for any portion of the goods/services to be subcontracted to other suppliers, the offeror shall note such on the Small Business Subcontracting Plan. No offeror or subcontractor shall be considered a small business unless certified as such by the Department of Small Business and Supplier Diversity (DSBSD) by the due date for receipt of bids or proposals.

B. Evidence of Compliance with Small Business Subcontracting Plan: Each prime contractor who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to the contracting agency or institution monthly reports substantiating compliance in accordance with the small business subcontracting plan. If a variance exists, the contractor shall provide a written explanation. A subcontractor shall be considered a Small Business for purposes of a contract if and only if the subcontractor holds a certification as such by the DSBSD. Payment(s) may be withheld until the purchasing agency confirms that the contractor has certified compliance with the contractor's submitted Small Business Subcontracting Plan or is in receipt of a written explanation of the variance. The agency or institution reserves the right to pursue other appropriate remedies for non-compliance to include, but not be limited to, termination for default.

C. Prime Contractor Subcontractor Reporting:

1. Each prime contractor who wins an award greater than \$100,000, shall deliver to the contracting agency or institution on a monthly basis, all applicable information for each subcontractor listed on the Small Business Subcontracting Plan that are DSBSD-certified businesses or Employment Services Organizations (ESOs). The contractor shall furnish the applicable information to the purchasing office via the Subcontractor Payment Reporting tool accessible within the contractor's eVA account.
2. In addition each prime contractor who wins an award greater than \$200,000 shall deliver to the contracting agency or institution on a monthly basis, all applicable information on use of subcontractors that are not DSBSD-certified businesses or Employment Services Organizations. The contractor shall furnish the all applicable information to the purchasing office via the Subcontractor Payment Reporting tool accessible within the contractor's eVA account.

**PRE PROPOSAL CONFERENCE OPTIONAL:** An optional preproposal conference will be held on **February 15, 2022 at 1:00 p.m. VIRTUALLY** via the Virginia Department of Emergency Management, 9711 Farrar Court, Suite 200, North Chesterfield, VA 23236 . The purpose of this conference is to allow potential offerors an opportunity to present questions and obtain clarification relative to any facet of this solicitation.

While attendance at this conference will not be a prerequisite to submitting a proposal, offerors who intend to submit a proposal are encouraged to attend. Any changes resulting from this conference will be issued in a written addendum to the solicitation. **VIRTUAL**

- H. **PRIME CONTRACTOR RESPONSIBILITIES:** The contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that he may utilize, using his best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime contractor. The contractor agrees that he is as fully responsible for the acts and omissions of his subcontractors and of persons employed by them as he is for the acts and omissions of his own employees.
- I. **REFERENCES:** Offer shall provide a list of at least 3 references where similar goods and/or services have been provided. Each reference shall include the name of the organization, the complete mailing address, the name of the contact person and telephone number.

<u>ORGANIZATION</u>	<u>ADDRESS</u>	<u>CONTACT PERSON</u>	<u>TELEPHONE</u>
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____



- J. **SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.
- K. **CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION:** The contractor assures that information and data obtained as to personal facts and circumstances related to patients or clients will be collected and held confidential, during and following the term of this agreement, and unless disclosure is required pursuant to court order, subpoena or other regulatory authority, will not be divulged without the individual's and the agency's written consent and only in accordance with federal law or the Code of Virginia. Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the agency of any breach or suspected breach in the security of such information. Contractors shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.
- L. **CONTINUITY OF SERVICES:**
- a.) The Contractor recognizes that the services under this contract are vital to the Agency and must be continued without interruption and that, upon contract expiration, a successor, either the Agency or another contractor, may continue them. The Contractor agrees:
- (i) To exercise its best efforts and cooperation to effect an orderly and efficient transition to a successor;
  - (ii) To make all Agency owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and
  - (iii) That the Agency Contracting Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.
- b) The Contractor shall, upon written notice from the Contract Officer, furnish phase-in/phase-out services for up to ninety (90) days after this contract expires and shall negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Contract Officer's approval.
- c) The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations) and a fee (profit) not to exceed a pro rata portion of the fee (profit) under this contract. All phase-in/phase-out work fees must be approved by the Contract Officer in writing prior to commencement of said work.
- M. **STATE CORPORATION COMMISSION IDENTIFICATION NUMBER:** Pursuant to Code of Virginia, §2.2-4311.2 subsection B, a offeror organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 is required to include in its proposal the identification number issued to it by the State Corporation Commission (SCC). Any offeror that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its proposal a statement describing why the offeror is not required to be so authorized. Indicate the above information on the SCC Form provided. Contractor agrees that the process by which compliance with Titles 13.1 and 50 is checked during the solicitation stage (including without limitation the SCC Form provided) is streamlined and not definitive, and the Commonwealth's use and acceptance of such form, or its acceptance of Contractor's statement describing why the offeror was not legally required to be authorized to transact business in the Commonwealth, shall not be conclusive of the issue and shall not be relied upon by the Contractor as demonstrating compliance.

N. **E-VERIFY PROGRAM:** EFFECTIVE 12/1/13. Pursuant to *Code of Virginia*, §2.2-4308.2., any employer with more than an average of 50 employees for the previous 12 months entering into a contract in excess of \$50,000 with any agency of the Commonwealth to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to such public contract. Any such employer who fails to comply with these provisions shall be debarred from contracting with any agency of the Commonwealth for a period up to one year. Such debarment shall cease upon the employer's registration and participation in the E-Verify program. If requested, the employer shall present a copy of their Maintain Company page from E-Verify to prove that they are enrolled in E-Verify.

O. **CERTIFICATION OF INTERNAL CONTROLS:** The contractor shall have clearly delineated processes and procedures for the internal control of sensitive data and processes, which are any data and processes of which the compromising of confidentiality, integrity, and/or availability could have a material adverse effect on Commonwealth of Virginia interests, the conduct of agency programs, or to the privacy of which individuals are entitled, when such sensitive data or processes are related to the goods and/or services provided pursuant to this agreement.

The contractor shall provide evidence of compliant and ongoing internal control of sensitive data and processes through a standard methodology, such as but without limitation the American Institute of Certified Public Accountant (AICPA) Service Organization Control (SOC) Reports. The evidence of compliance shall be contained in a report describing the effectiveness of the contractor's internal controls. The most recent version of the report shall be provided to the purchasing office upon request. Trade secrets or proprietary information contained within the report shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the contractor must invoke the protection of Code of Virginia, § 2.2-4342F, in writing, prior to or upon submission of the report, and must identify the data or other materials to be protected and state the reasons why protection is necessary.

If deficiencies in the contractor's internal control processes and procedures are described in the most recent version of the report, the contractor shall automatically submit the report to the purchasing office within a timely manner and shall describe the corrective actions to be put into place by the contractor to remedy the deficiencies. Failure to report and/or repair deficiencies in a timely manner shall be cause for the Commonwealth to make a determination of breach of contract.

The contractor's obligations for certification of internal controls shall survive and continue after completion of this agreement unless the contractor certifies the destruction of the sensitive data at the end of the contract term.

X. **METHOD OF PAYMENT:** Payments shall be made in accordance with NET 30 payment terms upon receipt of services per the Statement of Needs and receipt of proper invoice; whichever is later. Payment will be 30 days in arrears. Payments may be made via SPCC, Gold Card, Check, and EDI. Invoices shall be detailed to reflect the

XI. **PRICING SCHEDULE:** Proposed Pricing

The proposal should include a pricing matrix that clearly identifies the hourly/daily/weekly rates of all levels of staffing for the categories listed in the Statement of Needs. The table below is a recommended format for submitting the pricing structure. See attachment (D).

XII. **ATTACHMENTS:** List any attachments including their purpose.

- |    |              |                                    |
|----|--------------|------------------------------------|
| 1) | Attachment A | Small Business Subcontracting Plan |
| 2) | Attachment B | State Corporation Commission Form  |
| 3) | Attachment C | Sample Task Order Form             |
| 4) | Attachment D | Proposed Pricing Sheet             |

5) Attachment E

Vendor Data Sheet

5) Attachment F

Federal Contract Provisions

# Attachment A

## Small Business Subcontracting Plan

It is the goal of the Commonwealth that over 42% of its purchases be made from small businesses. All potential offerors are required to return this document with their response.

Small Business: "Small business (including micro)" means a business which holds a certification as such by the Virginia Department of Small Business and Supplier Diversity (DSBSD) on the due date for proposals. This shall also include DSBSD-certified women-owned and minority-owned businesses and businesses with DSBSD service disabled veteran owned status when they also hold a DSBSD certification as a small business on the proposal due date. Currently, DSBSD offers small business certification and micro business designation to firms that qualify.

Certification applications are available through DSBSD online at [www.SBSD.virginia.gov](http://www.SBSD.virginia.gov) (Customer Service).

Offeror Name: The Olson Group, Ltd.

Preparer Name: Kyle B. Olson

Date: 2/25/2022

Who will be doing the work:  I plan to use subcontractors  I plan to complete all work

### Instructions

- A. If you are certified by the DSBSD as a micro/small business, complete only Section A of this form.
- B. If you are not a DSBSD-certified small business, complete Section B of this form. For the offeror to receive credit for the small business subcontracting plan evaluation criteria, the offeror shall identify the portions of the contract that will be subcontracted to DSBSD-certified small business for the initial contract period the initial contract period in Section B.

Offerors which are small businesses themselves will receive the maximum available points for the small business participation plan evaluation criterion, and do not have any further subcontracting requirements. Offerors which are not certified small businesses will be assigned points based on proposed expenditures with DSBSD-certified small businesses for the initial contract period in relation to the offeror's total price for the initial contract period.

Points will be assigned based on each offeror's proposed subcontracting expenditures with DSBSD-certified small businesses for the initial contract period as indicated in Section B in relation to the offeror's total price.

### Section A

If your firm is certified by the DSBSD provide your certification number and the date of certification.

Certification number: 682630

Certification Date: 06/04/2019

### Section B

If the "I plan to use subcontractors box is checked," populate the requested information below, per subcontractor to show your firm's plans for utilization of DSBSD-certified small businesses in the performance of this contract for the initial contract period in relation to the offeror's total price for the initial contract period. Certified small businesses include but are not limited to DSBSD-certified women-owned and minority-owned businesses and businesses with DSBSD service disabled veteran-owned status that have also received the DSBSD small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc. It is important to note that these proposed participation will be incorporated into the subsequent contract and will be a requirement of the contract. Failure to obtain the proposed participation dollar value or percentages may result in breach of the contract.

**B. Plans for Utilization of DSBSD-Certified Small Businesses for this Procurement**

**Subcontract #1**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #2**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #3**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #4**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #5**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

## Attachment B

### State Corporation Commission Form

**Virginia State Corporation Commission (SCC) registration information. The offeror:**

is a corporation or other business entity with the following SCC identification number: 06444251 -  
**OR-**

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from offeror's out-of-state location) **-OR-**

is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

**\*\*NOTE\*\*** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):

## **SECTION 4 – PROPOSED PRICE (RFP SECTION XII AND ATTACHMENT D)**

Below is a copy of our proposed pricing matrix, that identifies the hourly/quarterly/daily/weekly rates for our staff within the category/component listed. However, please note the following:

- The daily rate is based on an 8-hour day.
- The weekly rate is based on a 40-hour week.
- We reserve the right to offer a discount on all our rates for longer term work efforts.
- The below submitted rates represent the first year of the contract. Rates for the out or option years of the contract will escalate at an annual rate of 3%, starting on the anniversary date of the contract's signing.



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
B1	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project	\$166.73	\$1,333.84	\$6,669.20	

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		delivery; provide functional leadership; maintain SME			
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
B2	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex	\$103.19	\$825.52	\$4,127.60

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		solutions; lead small teams; resolve technical problems			
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client	\$225.73	\$1,805.84	\$9,029.20

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		relationships; manage large complex programs			
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
B3	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client	\$135.98	1,087.84	\$5,439.20



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		interactions; manage teams; maintain SME in area of resp.			
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
B4	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40



RFP #1917 Emergency Management Consulting Services  
Virginia Department of Emergency Management

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
B5	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
B6	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client	\$151.13	\$1,209.04	\$6,045.20

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		relationships; supervise staff; manage projects and teams			
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
C1	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
C2	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
C3	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis;	\$160.49	\$1,283.92	\$6,419.60



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		assist in problem analysis; lead team; maintain SME			
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
C4	OGL is not submitting a proposal for this category				
D1	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
D2	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
D3	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis;	\$160.49	\$1,283.92	\$6,419.60

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		assist in problem analysis; lead team; maintain SME			
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
D4	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic	\$91.53	\$732.24	\$3,661.20

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		work; research; develop presentations			
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in	\$220.08	\$1,760.64	\$8,803.20



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		area of resp; provide advisory support			
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
D5	OGL is not submitting a proposal for this category				
	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
E1	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office	\$120.61	\$964.88	\$4,824.40

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		operations; office HR, finance and accounting			
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in	\$370.96	\$2,967.68	\$14,838.40

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		company operations; maintain SME in area of responsibility			
E2	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
E3	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
E4	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
F1	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning;	\$186.66	\$1,493.28	\$7,466.40



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		maintain SME in area of resp; facilitate workshops/mtgs			
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
F2	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams;	\$110.67	\$885.36	\$4,426.80

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		develop project materials; solve complex problems			
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
F3	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
F4	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff, manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
F5	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
F6	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis;	\$160.49	\$1,283.92	\$6,419.60	

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		assist in problem analysis; lead team; maintain SME			
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
F7	OGI is not submitting a proposal for this category				
G1	OGI is not submitting a proposal for this category				
G2	OGI is not submitting a proposal for this category				
G3	OGI is not submitting a				

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	proposal for this category				
G4	OGL is not submitting a proposal for this category				
H1	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20	

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
H2	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
H3	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
H4	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project	\$166.73	\$1,333.84	\$6,669.20

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		delivery; provide functional leadership; maintain SME			
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
H5	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex	\$103.19	\$825.52	\$4,127.60

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		solutions; lead small teams; resolve technical problems			
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client interactions; manage teams; maintain SME in area of resp.	\$135.98	1,087.84	\$5,439.20
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtns	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client	\$225.73	\$1,805.84	\$9,029.20



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		relationships; manage large complex programs			
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
H6	Administrative I	HS Diploma; 5-15 years exp; coordinate office services and admin activities	\$42.82	\$342.56	\$1,712.80
	Administrative II	Assoc. Degree; 15-20 years exp; coordinate office services and admin activities	\$49.91	\$399.28	\$1,996.40
	Jr. Associate I	Bachelor's Degree; 0-2 years exp; Support project tasks; research; other duties	\$68.91	\$551.28	\$2,756.40
	Subject Matter Expert I	Bachelor's Degree; 2-5 years exp; lead small tasks; develop complex solution; independent	\$80.61	\$644.88	\$3,224.40
	Jr. Associate II	Bachelor's Degree; 2-5 years exp; independent and analytic work; research; develop presentations	\$91.53	\$732.24	\$3,661.20
	Sr. Associate I	Bachelor's Degree; 10-15 years exp; Develop complex solutions; lead small teams; resolve technical problems	\$103.19	\$825.52	\$4,127.60
	Sr. Associate II	Master's Degree; 8-12 years exp; lead project teams; develop project materials; solve complex problems	\$110.67	\$885.36	\$4,426.80
	Subject Matter Expert II	Master's Degree; 10-12 years exp; Perform analytic research and assessments; coordinate teams; client interaction	\$114.14	\$913.12	\$4,565.60
	Operations Manager	Bachelor's Degree; 5-10 years exp; Manage day to day office operations; office HR, finance and accounting	\$120.61	\$964.88	\$4,824.40
	Sr. Associate III	Bachelor's Degree; 8-10 years exp; Conduct detailed analysis; prepare project documents; supervise staff	\$127.72	\$1,021.76	\$5,108.80
	Sr. Associate IV	Bachelor's Degree; 10-12 years exp; lead client	\$135.98	1,087.84	\$5,439.20



Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
		interactions; manage teams; maintain SME in area of resp.			
	Managing Associate I	Bachelor's Degree; 10-12 years exp; maintain client relationships; supervise staff; manage projects and teams	\$151.13	\$1,209.04	\$6,045.20
	Senior Consultant	Bachelor's Degree; 10-12 years exp; lead analysis; assist in problem analysis; lead team; maintain SME	\$160.49	\$1,283.92	\$6,419.60
	Principal Associate	Bachelor's Degree; 10-15 years exp; oversee project delivery; provide functional leadership; maintain SME	\$166.73	\$1,333.84	\$6,669.20
	Subject Matter Expert III	Master's Degree; 15-20 years exp; strategic planning; maintain SME in area of resp; facilitate workshops/mtgs	\$186.66	\$1,493.28	\$7,466.40
	Managing Associate II	Bachelor's Degree; 15-20 years exp; supervisory support and leadership; manage large projects; manage finances	\$192.06	\$1,536.48	\$7,682.40
	Senior Coordinator	Bachelor's Degree; 15-20 years exp; coordinate complex projects; provide senior council	\$196.37	\$1,570.96	\$7,854.80
	Sr. Subject Matter Expert I	Bachelor's Degree; 15-20 years exp; maintain SME in area of resp; provide advisory support	\$220.08	\$1,760.64	\$8,803.20
	Program Manager	Bachelor's Degree; 20 years exp; maintain client relationships; manage large complex programs	\$225.73	\$1,805.84	\$9,029.20
	Sr. Subject Matter Expert II	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate workshops/mtgs	\$237.75	\$1,902.00	\$9,510.00
	Senior Facilitator	Master's Degree; 20 years exp; maintain SME in area of resp; facilitate senior client interactions	\$314.05	\$2,512.40	\$12,562.00
	Executive Director	Master's Degree; 20 years exp; provide leadership in company operations; maintain SME in area of responsibility	\$370.96	\$2,967.68	\$14,838.40
H7	OGI is not submitting a proposal for this category				
H1	OGI is not submitting a				

Category/ Component	Offeror's Staff type (i.e. Principal, Project Manager, etc.)	Details on Staff Type	Hourly Rate	Daily Rate	Weekly Rate
	proposal for this category				
12	OGI is not submitting a proposal for this category				
13	OGI is not submitting a proposal for this category				
14	OGI is not submitting a proposal for this category				
15	OGI is not submitting a proposal for this category				

Fw: Olson Group Pricing for RFP 1917 Emergency Management Consulting Services

Johnson, Sheronda (VDEM) <Sheronda.Johnson@vdem.virginia.gov>

Wed 1/18/2023 2:35 PM

To: McLaughlin, Sonja (VDEM) <Sonja.McLaughlin@vdem.virginia.gov>; Squares, Holly (VDEM) <Holly.Squares@vdem.virginia.gov>; Payne, Heather (VDEM) <Heather.Payne@vdem.virginia.gov>; Stephens, Lawrence (VDEM) <Lawrence.Stephens@vdem.virginia.gov>

**Sheronda Johnson, VCA**

Senior Buyer/ Financial Management Bureau

Virginia Department of Emergency Management (VDEM)

[Sheronda.Johnson@vdem.virginia.gov](mailto:Sheronda.Johnson@vdem.virginia.gov)

[www.vaemergency.gov](http://www.vaemergency.gov)

(804) 239-6033 (cell)

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**From:** Kyle Olson <kbolson@olsongrouppltd.com>

**Sent:** Monday, December 19, 2022 1:35 PM

**To:** Johnson, Sheronda (VDEM) <Sheronda.Johnson@vdem.virginia.gov>

**Subject:** Olson Group Pricing for RFP 1917 Emergency Management Consulting Services

Sheronda,

Happy Monday!

During the negotiations last week regarding The Olson Group's submittal in response to RFP 1917, I was asked by the Commonwealth's representatives to determine whether we could modify our pricing. After conferring with our business and contract staff, it appears that since our pricing is tied to our GSA Schedule rates, we are contractually prohibited from reducing our listed prices below those offered to the Federal Government. My sincere apologies.

We can, however, offer discounts on our rates in response to specific task orders, depending on the type of work, duration and other factors. OGL will certainly be prepared to enter into discussions on such discounts with VDEM and other contract users.

Please feel free to call me regarding any questions or clarifications that I might be able to provide.

Stay well,

**Attachment E**  
**VENDOR DATA SHEET**

Note: The following information is required as part of your response to this solicitation. Failure to complete and provide this sheet may result in finding your bid nonresponsive. (In the case of a two-step IFB, it may cause the proposal portion to be determined to be not acceptable.)

1. Qualification: The vendor must have the capability and capacity in all respects to satisfy fully all of the contractual requirements.

2. Vendor's Primary Contact:

Name: Kyle B. Olson  
Phone: (703) 518-9982

3. Years in Business: Indicate the length of time you have been in business providing this type of good or service:  
16 Years 5 Months

4. Vendor Information:

eVA Vendor ID or DUNS Number: VS0000004222

5. Indicate below a listing of at least four (4) current or recent accounts, either commercial or governmental, that your company is servicing, has serviced, or has provided similar goods. Include the length of service and the name, address, and telephone number of the point of contact.

Company: Virginia Department of Emergency Management  
Contact: Erin Sutton  
Phone: ( 804 ) 897-7603  
Fax: (    ) \_\_\_\_\_  
Project: EM, RCP and Optional Use

Dates of Service: April 2013 - Present                      \$ Value: \$15,000,000

Company: Winston-Salem Office of Emergency Management  
Contact: August Vernon, Director  
Phone: ( 336 ) 917-7071  
Fax: (    ) \_\_\_\_\_  
Project: Complex Coordinated Terrorist Attack Planning, Training and Exercise Program

Dates of Service: July 2018 - December 2021 \$ Value: \$1,200,000

Company: Delaware Emergency Management Agency  
Contact: Thomas Nesbella, Training Administrator and Operations Officer  
Phone: ( 302 ) 659-2353  
Fax: ( ) \_\_\_\_\_  
Project: Delaware Statewide HSEEP Program

Dates of Service: December 2008 - Present \$ Value: \$3,600,000 (To Date)

Company: North Central Texas Council of Governments  
Contact: Molly McFadden, Director  
Phone: ( 817 ) 608-2322  
Fax: ( ) \_\_\_\_\_  
Project: Preparedness Analysis, Planning, Training and Exercise Services (Multiple Contracts)

Dates of Service: April 2015 - Present \$ Value: \$2,000,000

I certify the accuracy of this information.

Signed: 

Title: President

Date: February 25, 2022



**Emergency Management Consulting Services RFP #1917  
Federal Contract Provisions**

These Federal Terms and Conditions only apply to this Contract to the extent required by applicable Federal Law or Regulation.

**1. Legal/Contractual/Administrative Remedies for Breach** (2 C.F.R. Part 200, Appendix II(A))

Contractual Disputes: In accordance with Code of Virginia § 2.2-4363, contractual claims, whether for money or other relief, shall be submitted in writing to the Authorized User no later than sixty (60) days after final payment; however, written notice of the Contractor's intention to file such claim must be given to the Authorized User at the time of the occurrence or beginning of the work upon which the claim is based. Pendency of claims shall not delay payment of amounts agreed due in the final payment. The Authorized User shall render a final decision in writing within thirty (30) days after its receipt of the Contractor's written claim.

The Contractor may not invoke any available administrative procedure under Code of Virginia § 2.2-4365 nor institute legal action prior to receipt of the Commonwealth's decision on the claim, unless the Commonwealth fails to render its decision within thirty (30) days. The decision of the Commonwealth shall be final and conclusive unless the Contractor, within six (6) months of the date of the final decision on the claim, invokes appropriate action under Code of Virginia § 2.2-4364 or the administrative procedure authorized by Code of Virginia § 2.2-4365.

The Commonwealth or any Authorized User, and their officers, agents and employees, including without limitation, the contracting and Ordering Officers, are executing this Agreement and any Orders issued hereunder, solely in its or their statutory and regulatory capacities as agent of the Commonwealth agency or Authorized User that is purchasing and receiving the goods or services in question and need not be joined as a party to any dispute that may arise there under.

In the event of any breach by the Commonwealth or any Authorized User, Contractor's remedies shall be limited to claims for damages and Prompt Payment Act interest and, if available and warranted, equitable relief, all such claims to be processed pursuant to this Section. In no event shall Contractor's remedies include the right to terminate any services hereunder.

**2. Termination for Cause and Convenience** (2 C.F.R. PART 200 APPENDIX II(B))

A purchase order or contract may be terminated for the convenience of the Commonwealth by delivering to the contractor a notice of termination specifying the extent to which performance under the purchase order or contract is terminated, and the date of termination. After receipt of a notice of termination, the contractor must stop all work or deliveries under the purchase order or contract on the date and to the extent specified.

In case of default by a contractor for failure to deliver or perform in accordance with the contract specifications or terms and conditions, the state may procure the articles or services from other sources and hold the defaulting contractor responsible for any resulting additional purchase and administrative costs. The state will normally repurchase from the next lowest bidder or purchase competitively by solicitation. If the repurchase results in increased costs to the Commonwealth, a letter will be sent to the defaulted contractor requiring payment within a specified time frame for additional costs. If the payment is not received within specified time frame, Debar proceeding may be instigated.

### 3. Equal Employment Opportunity

During the performance of this contract, the contractor agrees as follows: (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:

Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.

The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.

The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders. (7) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided

by law.

The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance:

*Provided*, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: *Provided*, That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

**4. Clean Air Act and the Federal Water Pollution Control Act Clauses (2 C.F.R. PART 200 APPENDIX ii(G))**

The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 *et seq.*

The contractor agrees to report each violation to the Department of General Services, Division of Purchases and Supply, and understands and agrees that the Department of General Services, Division of Purchases and Supply, will, in turn, report each violation as required to assure notification to the

Federal Emergency Management Agency (FEMA), and the appropriate Environmental Protection Agency Regional Office.

The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with federal assistance provided by FEMA.

The contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the federal Water Pollution Control Act, as amended, 33 U.S.C. § 1251 *et seq.*

The contractor agrees to report each violation to the Department of General Services, Division of Purchases and Supply, and understands and agrees that the Department of General Services, Division of Purchases and Supply, will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency (FEMA), and the appropriate Environmental Protection Agency Regional Office.

The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with federal assistance provided by FEMA.

**5. Debarment and Suspension (2 C.F.R. PART 200 APPENDIX II(h))**

This contract is a covered transaction for purposes of 2 C.F.R. Part 180 and 2 C.F.R. Part 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

The contractor must comply with 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

This certification is a material representation of fact relied upon by the Department of General Services, Division of Purchases and Supply. If it is later determined that the contractor did not comply with 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C, in addition to remedies available to the Department of General Services, Division of Purchases and Supply, the federal government may pursue available remedies, including but not limited to suspension and/or debarment.

The bidder or proposer agrees to comply with the requirements of 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions

**6. Byrd Anti-Lobbying Clause (31 U.S.C. § 1352 (as amended))**

Contractors who apply or bid for an award of more than \$100,000 shall file the required certification. Each tier certifies to the tier above that it will not and has not used federally appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the federal awarding agency.

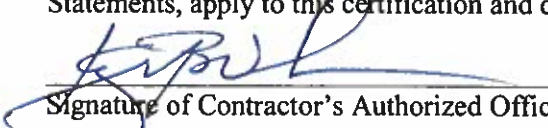
Required Certification. If applicable, contractors must sign and submit the following certification to the agency with each bid or proposal offer exceeding \$100,000:

The undersigned certifies, to the best of his or her knowledge and belief, that:

- 1 No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
- 2 If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- 3 The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, Title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, The Olson Group, Ltd., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

  
Signature of Contractor's Authorized Official

Kyle B. Olson, President

Name and Title of Contractor's Authorized Official

February 25, 2022

Date

**7. Prohibition on Contracting for Covered Telecommunications Equipment or Services**

(a) Definitions. As used in this clause, the terms backhaul; covered foreign country; covered telecommunications equipment or services; interconnection arrangements; roaming; substantial or



essential component; and telecommunications equipment or services have the meaning as defined in FEMA Policy 405-143-1, Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services (Interim), as used in this clause—

(b) Prohibitions.

(1) Section 889(b) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232, and 2 C.F.R. § 200.216 prohibit the head of an executive agency on or after Aug. 13, 2020, from obligating or expending grant, cooperative agreement, loan, or loan guarantee funds on certain telecommunications products or from certain entities for national security reasons.

(2) Unless an exception in paragraph (c) of this clause applies, the contractor and its subcontractors may not use grant, cooperative agreement, loan, or loan guarantee funds from the Federal Emergency Management Agency to:

(i) Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;

(ii) Enter into, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;

(iii) Enter into, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system; or

(iv) Provide, as part of its performance of this contract, subcontract, or other contractual instrument, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

(c) Exceptions.

(1) This clause does not prohibit contractors from providing— (i) A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or

(ii) Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(2) By necessary implication and regulation, the prohibitions also do not apply to: (i) Covered telecommunications equipment or services that:

i. Are not used as a substantial or essential component of any system; and

ii. Are not used as critical technology of any system.

(ii) Other telecommunications equipment or services that are not considered covered telecommunications equipment or services.

(d) Reporting requirement.

(1) In the event the contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the contractor is notified of such by a subcontractor at any tier or by any other source, the contractor shall report the information in paragraph (d)(2) of this clause to the recipient or subrecipient, unless elsewhere in this contract are established procedures for reporting the information.

(2) The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause:

(i) Within one business day from the date of such identification or notification: The contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler

number); item description; and any readily available information about mitigation actions undertaken or recommended.

(ii) Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: Any further available information about mitigation actions undertaken or recommended. In addition, the contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.

(e) Subcontracts. The Contractor shall insert the substance of this clause, including this paragraph (e), in all subcontracts and other contractual instruments.

## **8. Domestic Preferences for Procurements**

As appropriate, and to the extent consistent with law, the contractor should, to the greatest extent practicable, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States. This includes, but is not limited to iron, aluminum, steel, cement, and other manufactured products.

For purposes of this clause:

Produced in the United States means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

Manufactured products mean items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

### Additional Contract Provisions

#### **1. Access to Records**

The Contractor agrees to provide VDEM, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.

The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

In compliance with the Disaster Recovery Act of 2018, VDEM and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

#### **2. DHS Seal, Logo, and Flags**

The contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or

likenesses of DHS agency officials without specific FEMA pre-approval. The contractor shall include this provision in any subcontracts.

4. **Compliance with Federal Law, Regulations, And Executive Orders and Acknowledgement of Federal Funding**

This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.

5. **No Obligation by Federal Government**

The federal government is not a party to this contract and is not subject to any obligations or liabilities to the non-federal entity, contractor, or any other party pertaining to any matter resulting from the contract.



# COMMONWEALTH OF VIRGINIA

## Department of Emergency Management

9711 Farrar Court, Suite 200, North Chesterfield, Virginia 23236  
TEL 804.267.7600 TDD 804.674.2417 FAX 804.272.2046

**SHAWN G. TALMADGE**  
State Coordinator  
Deputy Homeland Security Advisor

### Contract Modification

Date: April 24, 2023

Contract No: CTR011405

Modification No: 1

Issued By: Commonwealth of Virginia  
Virginia Department of Emergency Management  
9711 Farrar Court, Suite 200  
North Chesterfield, VA 23236

Contractor: The Olson Group Ltd.  
11 Canal Center Plaza, Suite 103  
Alexandria, VA 22314

Commodity: Emergency Management Consulting

This Supplemental Agreement is entered into pursuant to the provision of the basic contract.

Description of Modification: Addition of Additional User

This Modification is an Agreement between the Virginia Department of Emergency Management, hereinafter referred to as "VDEM" and The Olson Group relating to Contract CTR011405, dated February 6, 2023, as amended, hereinafter referred to as the "Contract" or "Agreement." This modification #1 is hereby incorporated into, and made an integral part of, Contract CTR011405.

The purpose of this Modification #1 is to document both parties' agreement to add one (1) Additional User, effective immediately upon the final execution of this Modification on April 24, 2023.

**Reference:** Contract CTR011405, IX Special Terms and Conditions Goods and Nonprofessional Services, paragraph 6 "Additional Users".

In accordance with the above-mentioned reference, both parties hereby agree to add the following Additional User, with Service to commence on date stipulated in any Order issued. Invoices shall be issued directly to the Additional User.

**Additional User**  
Arlington County  
Public Safety Communications &  
Emergency Management  
2412 North Landing Road  
Virginia Beach, VA 23456

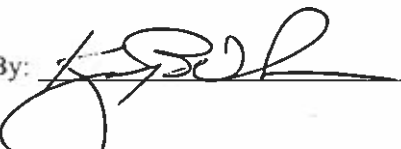
**Contact Information**  
Jeffrey Bergin  
Telephone: (703)228-7939  
Email: [jergin@arlingtonva.us](mailto:jergin@arlingtonva.us)

The foregoing is the complete and final expression of the parties' agreement to modify Contract CTR011405 and cannot be modified, except in writing and signed by the duly authorized representatives of both parties.

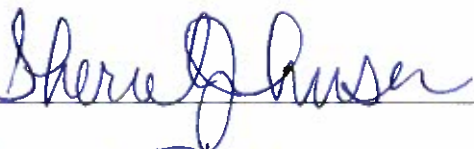
Except for the changes provided herein, all other terms and conditions of this contract remain unchanged and in full force and effect.

The Olson Group Ltd.

COMMONWEALTH OF VIRGINIA  
Virginia Department of Emergency Management

By:   
\_\_\_\_\_  
Kyle B. Olson

Name (Type or Print)  
President 4/24/2023  
Title Date

By:   
\_\_\_\_\_  
Sheronda Johnson

Name (Type or Print)  
Senior Procurement Officer 4/25/2023  
Title Date