

General Services Administration Federal Supply Service

Authorized Federal Supply Schedule Pricelist

On-line access to contract ordering information terms and conditions, up-to-date pricing and the option to create an electronic delivery order is available through GSA Advantage!; a menu-driven database system.

The Internet address for GSA Advantage is <http://www.fss.gsa.gov/>

Schedule for Management, Organization and Business Improvement Services (MOBIS)

**Federal Supply Group 874
Class 8742**

Contract Number: GS-10F-0026J

Contract Period: 1 Oct 2009 – 30 Sep 2013

Contractor:

**[ANSER](#)
2900 South Quincy Street
Suite 800 • Arlington, VA 22206-2233**

Business Size: Large
DUNS Number: 07-781-5736

Telephone: (703) 416-3581
Toll-free WATS: (800) 368-4173
Toll-free WATS: (866) 226-5697
Fax Number: (703) 416-3427

Contract Administration: Rene Govantes

ORDERING PROCESS

ANSER was awarded a Federal Supply Schedule (contract GS-10F-0026J) based on a thoroughly evaluated technical proposal and negotiated prices. This means that the General Services Administration has already established us as a qualified vendor of management, organizational, and business improvement services (MOBIS) at competitive fixed labor prices. You can easily access ANSER services through the following procedures.

Using the MOBIS Schedule is easy and it is fast. You also remain in control of the process—from the definition of the requirement through the selection of the service provider. Once you determine that you need MOBIS, you should prepare a Purchase Requisition and a Statement of Work, including a tasking statement, description of deliverables and schedule, and delivery order type (fixed price, time and materials or labor hour pricing). Next, you should provide the completed Purchase Requisition/Statement of Work to your Contracting Officer.

Because MOBIS Federal Supply Services vendors have already been qualified, and their costs have been negotiated through a competitive process, you do not need to go through all the processes of a full and open competition. You do, however, need to consider three schedule vendors by reviewing their catalogs, or contacting them, or obtaining their oral or written proposals. You can make the award based on the vendor that offers the best value for your particular needs; you do not need to award based on the lowest cost.

The Contracting Officer will process the Purchase Requisition and issue an order.

For information on ANSER services, please contact our MOBIS Program Manager:

Thomas Benjamin
at
703-416-3169
703-416-3248 (Fax)
Thomas.benjamin@anser.org

For contract administrative information, please contact:

Rene Govantes
at
703-416-3022
703-416-1344 (fax)
rene.govantes@anser.org

CUSTOMER INFORMATION

1a.	Table of Awarded Special Item Number(s) with appropriate cross-reference to page number(s) (attach separate sheet if necessary)	874-1, 874-1RC, 874-2, 874-2RC, 874-3 and 874-3RC
1b.	Identification of the lowest-priced item or service and lowest unit price for that item or service for each special item number awarded (attach separate sheet if necessary)	See attached pages 3 through 7
2.	Maximum order limitation	\$1,000,000 (waivable)
3.	Minimum order	\$1,000
4.	Geographic coverage (delivery area)	Worldwide
5.	Point(s) of production (city, county, and state or foreign country)	Same as Contractor
6.	Discount from list prices or statement of net price	Government net prices attached, 5 pages (discounts if any already deducted)
7.	Quantity discounts	None offered
8.	Prompt payment terms	Net 30 days
9a.	Annotate if Government commercial purchase card is accepted	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
9b.	Discount for payment by Government commercial credit card	None
10.	Foreign items (list items by country of origin)	None
11a.	Time of delivery: Specified on the Task Order 11c. Overnight and 2-day delivery	Contact Contractor
11b.	Expedited delivery: Contact Contractor 11d. Urgent Requirements	No
12.	FOB point(s)	Destination
13.	Ordering address(es)	Same as Contractor
14.	Payment address(es)	ANSER Attention: Accounts Receivable 2900 South Quincy St., Suite 800 Arlington, VA 22206
15.	Warranty provision	Contractor's standard commercial warranty
16.	Export packing charges	N/A

17.	Terms and conditions of Government commercial credit card acceptance (if applicable)	N/A
THE FOLLOWING ITEMS, 18-23, ARE TO BE INCLUDED ON THE PRICE LIST "IF APPLICABLE"		
18.	Terms and conditions of rental, maintenance, and repair	N/A
19.	Terms and conditions of installation	N/A
20.	Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices	N/A
21.	List of service and distribution points	N/A
22.	List of participating dealers	N/A
23.	Preventive maintenance	N/A

Services

The Challenge. Streamlining, downsizing, the Government Performance and Results Act (GPRA), outsourcing, and privatization—these are just some of the challenges facing government agencies today. As a decisionmaker, you face rapid and sweeping changes in policy, technology, economics, and the competitive environment. You face the challenge of finding ways to make government work better and cost less by reexamining programs and processes. Now more than ever, you rely on accurate, responsive, and insightful analyses to satisfy your management, organizational, and business improvement needs. These are and always have been essential characteristics of ANSER's services.

ANSER works with you to enhance mission performance and help you respond to evolving trends.

For 40 years, ANSER has helped our clients adapt to a dynamic and evolving environment of changing threats, trends, technologies, missions, budgets, organizations, and management philosophies. ANSER analysts work with you today to meet the challenges facing you tomorrow.

Our Organization. ANSER is a nonprofit public service research institute dedicated to providing timely solutions to national and international issues. Our nonprofit status means that we are motivated by the work we do and the results we achieve, as opposed to the profits we earn. It means that we concentrate solely on the tasks at hand and provide objective analyses free from conflicts of interest. Our clients trust us with their most sensitive information.

Our Approach. ANSER stresses a close interactive relationship with our clients and a creative approach to problem-solving. We continually seek ways to improve our performance and infuse new techniques into our work to enhance productivity. We bring together experienced, high-caliber staff and knowledgeable management to apply the right skills to the right problem. This proven approach gives us the flexibility and insight required to provide you with high-quality, responsive support.

Our Staff. With over 700 analysts who have unmatched experience in government and civilian management, ANSER can tailor its support to any management challenge. Our senior personnel have held key leadership and management positions in each of these sectors and average over 20 years of professional experience. ANSER's expertise includes a full complement of trained professionals who have made process improvement their primary strength. Our certified facilitators have broad-based experience with a variety of group dynamics and problem-solving techniques that enable consensus building. Our professional staff includes survey experts experienced in using traditional survey methods and the latest computer and Internet tools. Our process-oriented and functionally knowledgeable analysts work to quickly and accurately design, conduct, and analyze a survey process tailored to your needs.

What We Offer You. ANSER provides consultation, facilitation, and survey services to help you improve your organization's performance, quality, timeliness, and efficiency.

By bringing these services to bear, we help you bridge the gap between vision and reality through understanding how things work now, determining what needs to be changed, and managing change itself.

The remainder of this catalogue describes the MOBIS we offer you. Service offerings are organized into the following Special Item Numbers and discussed in more detail on the following pages.

[SIN 874-1 and 874-1RC, Consultation Services](#)

[SIN 874-2 and 874-2RC, Facilitation Services](#)

[SIN 874-3 and 874-3RC, Survey Services](#)

In today's rapidly changing environment, you can improve your programs and processes by taking advantage of the MOBIS services ANSER offers

Consultation Services (SIN 874-1 and 874-1RC)

Every agency's management, organizational, and business improvement efforts should begin by answering five questions:

- What should we be doing?
- How should we do it?
- How should we be organized to best do the job?
- How should we execute our plan?
- How well have we done?

Packages	>>			What should I . . . keep? get rid of? buy?
Force Structures	>>			
Investment	>>	Resources (Funding, Time)	>>	When?
O&S	>>	Requirements	>>	
Disposal, Environmental	>>	Options	>>	How much?
Infrastructure	>>	Cost	>>	
Design Capabilities	>>	Capabilities	>>	What's important? What's not?
Operational Capabilities	>>	Risk	>>	
Technical	>>			
Schedule	>>			

ANSER offers you a diversified set of capabilities. Free from conflict of interest, we serve the public by performing analysis and research, planning, systems engineering, systems modeling, and support of program management and systems acquisition for U.S. Government agencies and public customers. In providing consulting services, we focus on the specific need or service requested as well as the broader organizational context by examining your long-term objectives, determining where the specific consulting service fits into any long-term improvement plans, and then linking our service to other existing initiatives.

Whether it's responding to downsizing directives, increased congressional oversight, decreasing budgets, or increasing workload, ANSER works with you to tailor a specific solution, not just for today, but to answer tomorrow's needs as well.

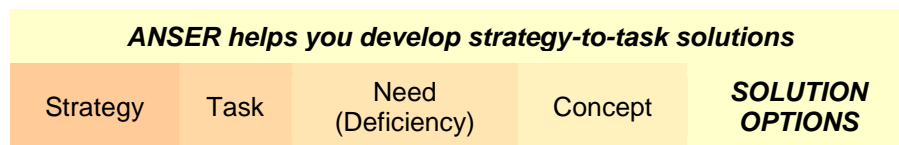
ANSER Proposed Consultation Services. We provide proven expert management, organizational, and business improvement capability that results in improved performance, quality, timeliness, and efficiency to assist you in all aspects of organizational improvement and transformation.

The services provided in this area focus on developing the future vision of the organization and the tactics to fulfill that vision. Top-down strategy development and assessment are ultimately tested and improved by bottom-up tactical and implementation planning and may result in business process reengineering (BPR) and organizational restructuring. Reengineering and

restructuring often require mapping and benchmarking the current processes and organization as well as productivity assessments to highlight opportunities for structural redesign.

ANSER provides consultation services under five broad areas using many varied tools. The particular services and tools used depend on the client's needs and are supported by the entire ANSER corporation.

1. Strategic, Business and Action Planning. The current austere fiscal environment places many challenges on the shoulders of management. ANSER's strategic, business, and action planning system is designed to meet the many initial and follow-on tasks that are essential in today's complex decision environment.



Strategic, business, and action planning links the overall vision and strategic plan for an organization and provides a central focus for current and future activities. The plan itself communicates the direction set by senior leadership and provides sufficient detail to enable subordinate organizations to develop their plans for the future. ANSER takes a structured, disciplined systems analysis approach to strategic, business, and action planning.

The foundation of success for strategic, business, and action planning is management's early and complete identification of the underlying, fundamental needs related to an assigned effort. The ANSER team will comprehensively define and document the need behind your mission and constantly follow up and refine that need with a robust audit trail of linked, building-block analysis and report documentation. We focus on your specific needs and issues, viewing the entire organization from a "system of systems" perspective, set a solid approach to problems, use the right tools, target effective resource allocation, and keep our experts close by you.

2. Process and Productivity Improvements. ANSER, a leader in the application of BPR methodologies, can help you improve productivity or, if necessary, help you restructure your organization to make it more effective in today's changing environment. To identify redundant, valueless, missing, or inefficient activities, ANSER uses structured analysis of processes, including:

- Quality management
- Cycle time reduction
- High-performance work
- Leadership systems
- Quality function deployment
- Quality tools
- Quality management tools
- Benchmarking
- Best practices

3. Organizational Alignment. Many organizational realignment efforts fail because the processes are ignored until after realignment. It's after the analysis of your processes—when you've accomplished the redesign of your processes and retain only those that directly contribute to the attainment of organizational goals—that you can begin to examine organizational structure.

If your organization is having trouble maintaining its focus on changing goals or if you are losing sight of important responsibilities, ANSER can help shape the efficient, functionally aligned, customer-oriented organization you need. ANSER can contribute to the formation of a more agile organization that focuses on your core competencies and, if appropriate, link them with competencies of other organizations and your processes. Such synergy allows organizations to leverage and maximize resources at their command. Our services include:

- Organizational design
- Organizational communications
- Organizational performance metrics
- Organizational transformation, reinvention, and streamlining
- Organizational assessment

4. Execution Support. The ANSER team is “your” team—our charter guarantees it. We are there to provide your managers with functional support and advice that stand the test of intense scrutiny and deliver results. Whatever is needed to implement the developed plans, improvements, or realignments into solid real-world practice, our experts will be there to assist, train, and work with your personnel to ensure that the product and results you want are what you get, including rewards, motivation, and monitoring. Your ANSER team will roll up their sleeves and do whatever it takes for your success!

5. Evaluations. ANSER is a resource for decisionmakers to ensure that the results being achieved are in accordance with their plans and needs. We perform technical, program, and policy analysis, often of a quick-response nature, identifying gaps between planned and actual attributes. But we also integrate the policy, programmatic, and technical analysis to ensure that accurate assessments of all aspects of program issues are readily available to you. Then we develop timely, well-founded, and objective assessments and alternatives for decisionmakers. Finally, we provide continuity in environments of changing client staffs.

Evaluation requires the ability to focus on support that enhances your operational effectiveness. ANSER's experience in planning, system development, testing, logistics, and operations complements our technical expertise, helping you focus scarce time and resources on ideas with true merit and high-payoff potential.

ANSER's support can be as narrow or broad as you need. We can help draft study plans, identify alternatives, generate scenarios, formulate measures of effectiveness, collect data, use models, analyze costs, and produce reports. We also follow through by helping anticipate and answer the “what if ...” questions you'll be asked.

In addition to state-of-the-art information technology and standard office and development software suites, ANSER uses industry-accepted quality tools and software algorithms, plus our own decision-support tools to ensure that your needs are fully met. These time-tested and special tools allow us to react quickly and accurately to your short deadlines and quick-response demands. The products from ANSER tools will be available to you when needed to achieve your desired results.

Consultation and MOBIS. ANSER provides solutions to your problems. We enable our customers to recognize for themselves not only the value of a more comprehensive approach to long-term improvement, but also the importance of developing organic improvement capabilities. We always include affected personnel in the improvement process, thus accomplishing two paramount objectives:

- Increase acceptance of changes via participation in the improvement effort
- Enable the organization to continue to improve itself in the future

Our consultants enable your organization to respond to dynamic influences and mandates by developing or enhancing continuous improvement efforts. Our objective is to help you develop an integral, total systems approach to operating efficiently today and responding effectively to changes in the future.

Facilitation Services (SIN 874-2 and 874-2RC)

Seldom are complex tasks performed by one individual. Often the only way to solve such problems is within a well-designed, facilitated meeting. Facilitation is the art and science of getting groups or teams to come together, stay together, and work together. ANSER's trained facilitators help you build high-performing groups and teams. Our facilitators help train your colleagues to work efficiently and effectively. Finally, our facilitators work with you to ensure that the mission is completed properly, on time, and within budget. Coming together is a beginning, keeping together is progress, and working together is a success.

ANSER Facilitation Services. Our facilitators and consultants routinely work together with customers aspiring to achieve excellence in their MOBIS practices. Our professionally trained facilitators provide both traditional facilitation services and computer-mediated facilitation or decision-support services.

Traditional facilitation includes the understanding of human interaction and group dynamics. All groups mature along a form-storm-norm-perform life cycle. As groups form, a facilitator may use models, exercises, and team-building activities to help people work productively and collaboratively. ANSER's facilitators help a group develop its interpersonal skills. The tools of traditional facilitation include flip charts, whiteboards, and interview techniques to overcome divergent views and seek common understanding within small to medium-sized groups. Computer-mediated facilitation is based on this same understanding of human interaction and also includes the use of electronic tools and software—that is, groupware—to help many individuals work productively and collaboratively.

ANSER's facilitation services can help you with most any task, regardless of the size or complexity of your project. Facilitators help you design a solution process to focus your team and simplify your challenge. ANSER's facilitators are there to help you before, during, and after your group's meeting or conference.

Before your group meets, our facilitators help you frame the problem. Our facilitators also help identify the makeup or composition of the group and identify stakeholders, decisionmakers, and those who may influence the group outcome. Our facilitators further help identify the information or business intelligence needed to solve your problem and suggest alternative decision processes or techniques. Finally, our facilitators assist you in building an agenda to accomplish your desired goals and objectives.

During your meeting, our facilitators help the group leader guide the group as it moves through the agenda. This includes helping the group understand assumptions, ground rules, and key terms of reference. Our facilitators work with your group to overcome conflict, disagreement, and hidden agendas and keep the group focused on matters of fact, matters of opinion, and documenting the difference. As the meeting continues, our facilitators help your group with its analysis, decision processes, and consensus building, working to ensure that the group assesses all available information, its relevance, and its use in the decision process. Should the group stray

from the agenda or identify new issues, our facilitators will make recommendations to the group leader on any changes that may be needed. Finally, our facilitators help the group document its decision(s).

After your meeting, our facilitators assist you with after-action reviews and an overall evaluation of how well the meeting's objectives were met. Our facilitators also help you document lessons learned as well as action planning and "what if" analyses.

ANSER's facilitators are experienced in a broad array of business challenges, ranging from organizing small, simple meetings and workshops to orchestrating large, complex conferences. Furthermore, our facilitation services offer an ideal group decision-making process that properly frames the issues and problems, systematically collects relevant business intelligence or data, builds consensus among participants, and records the findings and rationale behind multi-criteria solutions.

On the simpler end of the business spectrum, we offer support services such as:

- Hosting meetings
- Brainstorming
- Organizing technical workshops
- Supporting IPTs
- Conducting focus groups
- Coordinating group writing projects

On the more complex end, we offer facilitation and consultative services such as:

- Business process reengineering
- Leader-manager training
- Strategic and operational planning
- Resource allocation
- Portfolio planning and analysis
- War games and simulations
- Stakeholder analysis
- Policy analysis and formulation
- Requirements analysis
- Technical assessments
- Supporting executive-level off-sites

Each of these services is usually provided in a group collaborative setting and will benefit from the use of a facilitator.

ANSER uses commercially available off-the-shelf (COTS) groupware tools whenever possible. When the need arises, however, we use proven and tested specialty tools, developed for our clients over the years. Two of the most robust COTS tools are Ventana GroupSystems™ and Team Expert Choice™.

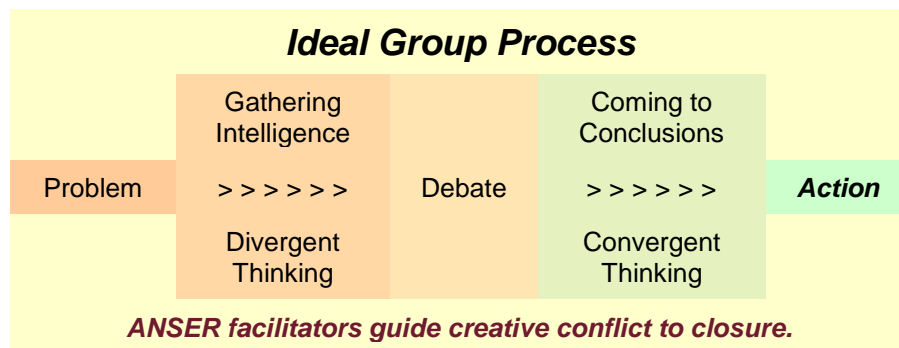
Ventana GroupSystems contains these group-enabled activities and applications:

- **Electronic Brainstorming** for idea generation
- **Categorizer** to sort or categorize ideas, issues, or alternatives
- **Topic Commenter** to collect comments on specific questions
- **Handouts** used as a shared library
- **Whiteboards** for diagrams
- **Voting** to build consensus, poll the group, or establish priorities
- **Group Outlining** for group writing tasks
- **Alternative Analysis** for comparing multiple alternatives or solutions
- **Survey** to collect data from a sample or targeted population
- **Opinion Meter** for quick-response polling

Each of these tools processes inputs from all participants simultaneously while posting these items in a shared space or folder.

During meetings in which Team Expert Choice is used, participants break a problem into parts and compare the parts to determine which is most important. The group can then synthesize the values of all the components to determine the optimum solution. With this groupware tool, large teams vote using wireless keypads resembling the touch pad on a digital telephone. Training is “just in time,” and the software can perform sensitivity analyses if assumptions or criteria change.

Facilitation is an art as well as a science. The use of computer-based decision- support tools and techniques allows ANSER staff to apply an “ideal group decision process” to most any meeting. This process is graphically depicted in the figure below.



Facilities. For those clients who wish to use ANSER facilities, we manage a state-of-the-art conference center, providing a variety of rooms and seating styles for groups up to 50 as well as for large conferences requiring auditorium-style seating up to 120. ANSER’s facilitation services and related equipment are completely portable should you need to meet off-site at a hotel, retreat, or field site.

Facilitation and MOBIS. Regardless of the size of your group or team, a neutral, professionally trained facilitator increases productivity whenever a diverse set of people are gathered to solve a complex, multifaceted problem. Facilitation, collaboration, mediation, consultation, and

innovation are interrelated topics and services. ANSER professionals belong to—and are leaders in—many professional societies. When you hire ANSER, you expand your available expert network. Add our facilitation services and this network becomes a force multiplier for your group or team. ANSER’s facilitation services are best described as being part of an expertise-facilitation-facilities cycle.

Given that most important government decisions today are made by groups or teams, ANSER’s facilitation services enable MOBIS users to significantly improve their organization’s performance, quality, timeliness, and efficiency.

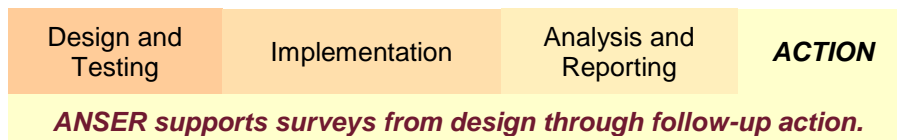
ANSER offers a tailored mix of renowned expertise, professional facilitation, and state-of-the-art facilities throughout the life cycle of any MOBIS task

Survey Services (SIN 874-3 and 874-3RC)

Surveys, properly constructed and applied, are a powerful tool for understanding the influences at work in an organization and for planning and assessing programs. In the current environment, there is increasing pressure for government agencies to improve services while streamlining their organizations and reducing costs. To do this, they must adopt the best innovative business practices of the private sector. Surveys provide insight concerning the applicability of such approaches and how they may be adapted for use in government.

ANSER Survey Services. We provide a flexible array of survey services based on a careful, scientific approach from research design through report preparation to ensure reliable and useful results. We develop surveys to assess attitudes or to draw out knowledge and insight about impacts of change or possible improvements. We also assist in planning the follow-up actions that will yield a return on the survey investment.

Research and Sample Design. The design of the survey is the first and most important part of the process. We begin by working closely with you to define clear objectives. We ensure that we understand what you want to learn from the survey and how the results are to be used. We also develop a profile of your environment, including the size and diversity of the target population and physical characteristics of the workplace that could affect the survey. This understanding drives the subsequent planning decisions—sample size, interviews vs. self-administered instruments, and how much effort is appropriate for pretests and other preparations. Our scientific approach to research design ensures that the survey will yield statistically valid results.



Survey Pretest or Pilot Study. The hazards of collecting data from a study population without first pretesting the study design are amply revealed by survey research literature. We pretest the survey instrument either formally or informally, and, when necessary, we conduct a pilot study of the entire survey design.

The choice of test approach depends on the nature and objectives of the survey. Often, an informal pretest in which a few individuals from the target population review the clarity of the questions and adequacy of instructions is sufficient. Formal pretests or a pilot study would be undertaken only when a very large survey is anticipated or when the survey will be repeated many times. The pretest or pilot study provides a basis for assessing the validity and reliability of the survey instrument and the overall survey design.

Survey Implementation. We administer the survey using the data-collection method most appropriate for the survey objectives and budget. The choice of method must balance various constraints and requirements (time available, sample size needed, resources) to meet survey

objectives. In some cases, it may be desirable to survey a small sample of the population using an expensive data-collection method (for example, personal interviews). When anonymity is important we might elect to collect survey responses by mail. We can also coordinate our survey and facilitation services, using our innovation center to administer surveys and provide rapid feedback.

Data Analysis and Reporting. Since survey results may be qualitative or quantitative, the survey database and analyses can take a number of forms. We perform statistical analyses of quantitative data according to the research design using an off-the-shelf software package such as SPSS. Often, these analyses include separating results according to demographics and determining whether there are significant demographic differences between respondents or nonrespondents and the overall target population. Exploratory, open-ended questions call for a qualitative approach. In these cases, we typically use content analysis or response summaries.

We report survey results using textual descriptions and graphs or other visual displays. Our reports include an assessment of the representativeness of the respondent population and of the reliability and validity of the results. We also provide qualitative interpretation of results and our recommendations along with insights or observations gained during the course of the project.

The Action Plan. The action plan is the final step in the survey effort. We work with you to identify actions that can or should be taken to realize benefits from the survey. For example, training programs or improved communication could resolve problems revealed by the survey. Our consultation and facilitation services can also be applied to refine and implement the action plans.

Surveys and MOBIS. Surveys open a window on aspects of business operations that are otherwise inaccessible to managers. They can be used to identify motivational factors, barriers to performance, and employee concerns and fears. They can also surface ideas for improvements and help reveal and eliminate misunderstandings. Surveys can support all phases of organizational change. During planning, they help identify needs and build buy-in from stakeholders. Later, they help assess performance and identify course corrections.

Terms & Conditions

Information for Ordering Offices

1. GEOGRAPHIC SCOPE OF CONTRACT/OVERSEAS INSTALLATIONS

The geographic scope of this contract is the 48 contiguous states, the District of Columbia, Alaska, and Hawaii.

The same terms and conditions shall apply to all orders for services within the geographic scope of this contract, except for the following:

- A. The U.S. Government must provide logistics support, as available, in overseas locations in accordance with all applicable U.S. Government regulations, to ANSER personnel whose services are exclusively required for the fulfillment of the terms and conditions of the contract.
- B. Foreign living allowances shall apply.

2. CONTRACTOR'S ORDERING AND ADDRESS INFORMATION

Each order should be placed in accordance with the following procedures:

- A. The ordering officer should provide a written technical requirement that will form the basis for ANSER's quote. The technical requirement should include
 - i. Statement of work
 - ii. Period of performance
 - iii. Deliverable items
 - iv. Security requirements
- B. After receipt of the technical requirement, and once written clarification with the ordering office is complete (if necessary), ANSER will provide the ordering officer with a quote to perform the task order based on the established fixed rates contained in the schedule. The quote will be provided within 5 working days.
- C. ANSER will accept either firm-fixed-price, time and materials or labor-hour task orders under this schedule

Mailed orders should be sent to the following address:

Rene M. Govantes
ANSER
2900 S. Quincy St., Suite 800
Arlington, VA 22206-2233
(703) 416-3022

EDI orders should be directed to:

rene.govantes@anser.org

ISA05 Qualifier: 01

ISA06 Number: 07-781-5736

Facsimile orders should be directed to:

ANSER, Attention Rene M. Govantes (703) 416-3022

Contractor's payment address:

ANSER
Attention: Accounts Receivable
2900 S. Quincy St., Suite 800
Arlington, VA 22206-2233
(703) 416-2000

or as indicated on the invoice

Government commercial credit cards (including IMPAC and SmartPay) will be acceptable for payment. In addition, bank account information for wire transfer payments will be shown on the invoice.

3. INVOICES AND PAYMENT

- A. ANSER services shall be presented for payment on the invoices in the same manner as ANSER sells to its other government customers.
- B. Firm-fixed-price payment terms: For firm-fixed-price orders with a period of performance exceeding thirty (30) calendar days, ANSER will propose a milestone billing schedule, if that is acceptable to the ordering agency, based on specific delivery dates and deliverable items submitted. ANSER will invoice upon deliver and acceptance of each deliverable item listed on the milestone billing schedule. Payment will be made in accordance with the Prompt Payment Act.

4. STATISTICAL DATA FOR GOVERNMENT ORDERING OFFICE COMPLETION OF STANDARD ORDER FORMS

- Block 9: G. Order/modification under Federal schedule
- Block 16: Contractor establishment code (DUNS): 07-781-5736
- Block 30: Type of contractor: nonprofit
- Block 31: Women-owned business: no
- Block 34: Reserved
- Block 36: Contractor's Taxpayer Identification Number: 54-0695125

CAGE CODE: 4k94m

5. PRICES/FOB DESTINATION

The rates for MOBIS are based on the understanding that services are to be performed within either ANSER's facilities (ANSER site) or a Government agency's facilities (client site).

- A. **ANSER site:** For rates based on ANSER's facilities, it is understood that ANSER will provide the necessary office and work space, normal office supplies, and standard office equipment required to perform the services.
- B. **Client site:** For rates based on client facilities, it is understood that the Government agency will provide the necessary office and work space, normal office supplies, and standard office equipment required to perform the services. Client facilities must be guaranteed for a minimum of 90 days. ANSER will not accept client site orders for periods of performance of less than 90 days.

6. COMMERCIAL DELIVERY SCHEDULE (MULTIPLE AWARD SCHEDULES)

- A. **Time of delivery.** The contractor shall deliver to the destination within the number of calendar days after receipt of order (ARO), as set forth below. Offerors shall insert in the “time of delivery (days ARO)” column in the schedule of items a definite number of calendar days within which delivery will be made. In no case shall the offered delivery time exceed the contractor’s normal commercial practice.

Items or Groups of Items (SIN or nomenclature)	Delivery Time (Days ARO)
874-1, 874-1RC, 874-2, 874-2RC, 874-3 and 874-3RC	As negotiated between ANSER and the ordering agency

- B. **Expedited delivery times.** For those items that can be delivered quicker than the delivery times in paragraph 6a, above, the offeror is requested to insert below a time (hours/days ARO) that delivery can be made when expedited delivery is requested as mutually agreed upon between Analytic Services Inc. (ANSER) and the ordering agency on each individual order.

Items or Groups of Items (SIN or nomenclature)	Expedited Delivery Time (Days ARO)

- C. **Overnight and 2-day delivery times.** Schedule customers may require overnight or 2-day delivery. The offeror is requested to annotate in its pricelist or by separate attachment the item that can be delivered overnight or within 2 days. Contractors offering such delivery service will be required to state in the Federal Supply Schedule pricelist details concerning this service as mutually agreed upon between ANSER and the customer per task order.
- D. **Urgent requirements.** When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering agency, agencies are encouraged, if time permits, to contact the contractor for the purpose of obtaining accelerated delivery. The contractor shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the contractor in writing.) If the contractor offers an accelerated delivery time acceptable to the ordering agency, any order(s) placed pursuant to the agreed-upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract.

7. DISCOUNTS

There are no discounts associated with this contract or any order placed hereunder.

8. PRODUCTION POINTS AND STATEMENT CONCERNING FOREIGN-PRODUCED ITEMS

ANSER does not operate any plants or manufacture products; however, we offer services both nationally and internationally and have offices at the following locations and will perform services at any client site worldwide:

<p align="center">2900 S. Quincy St., Suite 800 Arlington, VA 22206</p>	<p align="center">1330 Inverness Drive, Su 100 Colorado Springs, CO 80910</p>
<p align="center">Hampton Roads Business Center II 303 Butler Farm Road, Suite 114 Hampton, VA 23666</p>	

- A. Export packaging is not applicable.
- B. Minimum dollar value of orders issued: \$1,000

- C. Maximum order value of orders issued: (all dollar amounts are exclusive of any discount for prompt payment).
- D. The maximum dollar value per purchase order or price for all leased products will be \$1,000,000.
- E. Orders that exceed the maximum order (I-FSS-125) (Oct 1997)
 - i. In accordance with FAR 8.404 there may be circumstances (as where a quantity of an individual order clearly indicates the potential for obtaining a reduced price) in which an ordering activity finds it advantageous to request a price reduction.
 - ii. To assist the customer agencies to determine when they should seek a price decrease a level called a maximum order has been established under the contract. When an agency order exceeds this amount it is recommended that the ordering activity contact the contractor for a reduced price.
- F. ANSER may:
 - i. Offer a new lower price for this requirement (the price reduction clause is not applicable to orders placed over the Maximum Order in FAR 52-216-19).
 - ii. Offer the lowest price available under the contract.
 - iii. Decline the order; orders must be returned in accordance with FAR 52.216-19.
- G. A delivery order for quantities that exceed the Maximum Order may be placed with the contractor selected in accordance with FAR 8.404. The order will be placed under the current contract.
- H. Sales for orders that exceed the Maximum Order shall be reported in accordance with GSAR 552.238-72.

9. SECURITY REQUIREMENTS

In the event that security requirements are necessary, the ordering activities may incorporate, in their delivery order(s), a security clause in accordance with current laws, regulations, and individual agency policy; however, the burden of administering the security requirements shall be with the ordering agency. If any costs are incurred as a result of the inclusion of security requirements, such costs will be negotiated with the schedule contractor on an open-market basis, outside the scope of the contract.

10. CONTRACT ADMINISTRATION FOR ORDERING OFFICES

Any ordering office, with respect to any one or more delivery orders placed by it under this contract, may exercise the same rights of termination, as might the GSA Contracting Officer under the provisions of FAR 52.249-1, 52.249-2, and 52.249-8.

11. GSA ADVANTAGE!

The GSA Advantage! is an online, interactive electronic information and ordering system that provides online access to vendors' schedule pricelists with ordering information terms and conditions and up-to-date pricing that will aid schedule users in acquisitions. Agencies can browse GSA Advantage! by accessing the Internet World Wide Web by utilizing a browser such as NetScape. the Internet address is <http://www.gsa.gov>.

12. USE OF GSA FEDERAL SUPPLY SCHEDULE CONTRACTS

In accordance with FAR 8.404:

- A. Ordering activities can place orders of \$2,500 or less with any GSA Federal Supply Schedule contractor. GSA has already determined that the prices of items under these contracts are fair and reasonable.
- B. To reasonably ensure that a selection represents the best value and meets the agency's needs at the lowest overall cost, before placing an order of more than \$2,500, an ordering activity should:

- i. Consider reasonably available information about products offered under Multiple Award Schedule (MAS) contracts; this standard is met if the ordering activity does either of the following:
 - (a) Considers products and prices contained in any GSA MAS automated information system (e.g., GSA Advantage!)
 - (b) If automated information is not available, reviews at least three price lists.
 - ii. In selecting the best-value item at the lowest overall cost (the price of the item plus administrative costs), the ordering activity may consider such factors as
 - (a) Special features of one item not provided by comparable items required in effective program performance
 - (b) Trade-in considerations
 - (c) Probable life of the item selected as compared with that of a comparable item
 - (d) Warranty conditions
 - (e) Maintenance availability.
 - iii. Give preference to the items of small business concerns when two or more items at the same delivered price will meet an ordering activity's needs.
- C. MAS contractors will not be required to pass on to all schedule users a price reduction extended only to an individual agency for a special order. There may be circumstances where an ordering activity finds it advantageous to request a price reduction, such as where the ordering activity finds that a schedule product is available elsewhere at a lower price, or where the quantity of an individual order clearly indicates the potential for obtaining a reduced price.
- D. Ordering activities should document orders of \$2,500 or less by identifying the contractor the item was purchased from, the item purchased, and the amount paid. For orders over \$2,500, MAS ordering files should be documented in accordance with internal agency practices. Agencies are encouraged to keep documentation to a minimum.

Labor Category Descriptions

Summary Explanation of Labor Categories

The following provides descriptions, including degree and experience requirements, of the labor categories ANSER offers under this contract. Each position includes an associated labor code that should be used when ordering services under this contract. The labor category definitions that follow describe the functional responsibilities and education and experience requirements for each labor category. The table “Degree/Experience Equivalency” delineates our policy for substituting experience in lieu of degrees and vice versa. Those requirements are a guide for the types of experience and educational background for typical personnel in each labor category. However, personnel placement in a specific labor category is at the sole discretion of ANSER.

Degree/Experience Equivalency*

Degree	Experience Equivalence	Other Equivalence
Associate’s	2 years’ relevant experience	Vocational or technical training in work-related fields†
Bachelor’s	Associate’s + 3 years’ relevant experience or 5 years’ relevant experience	Professional work-related certification, such as vendor certifications (e.g., Microsoft Windows NT) or Technical training in work-related fields†
Master’s	Bachelor’s + 3 years’ relevant experience or Associate’s + 5 years’ relevant experience	Professional license, for example, Professional Engineer
Doctorate	Master’s + 3 years’ relevant experience or Bachelor’s + 6 years’ relevant experience	

* Multiple degrees at the same level are equivalent to two additional years of experience

† Equivalence of years of relevant experience depends on type, length, and scope of training

1. Senior Executive Staff

Responsible for overall technical, business, and financial management of programs and projects. Oversees program budgets, schedules, and performance. Directs staff. Has primary responsibility for program health. Responsible for ensuring that corporate resources are available and are effectively used to meet client goals and requirements. Serves as contractor’s single point of contact for the client. Prepares and communicates status and outcomes of contract performance.

Develops technical approaches for complex problems and provides expertise at the highest Government and corporate levels.

Education and Experience Requirements

Must possess academic degrees, professional training, or equivalent experience in areas appropriate for the work undertaken, including computer science, information systems, decision sciences, architecture, planning, design, engineering, operations research, math, physics, political science, international relations, liberal arts, business or management, or economics or other social sciences.

Experienced in acting as lead, manager, and administrator for contract efforts. Experienced in serving as primary interface and point of contact with client program authorities and representatives on technical and program issues. Experienced in supervising program and project operations by developing procedures, by planning and directing execution of all aspects of the effort, and by monitoring and reporting progress. Experienced in interacting, communicating, and advising at the highest Government and corporate levels. Has specialized experience in one or more functional or operational domains and expertise in related Government, military, and commercial applications. Demonstrates technical achievement at the highest Government and corporate levels, including the ability to identify, evaluate, and propose original and practicable methods of resolving complex problems. Recognized for superior high-level private- and/or public-sector achievement.

Category*	Job Title & Level	Degree†	Years' Experience†
201x	Senior Executive Staff Level 4	Master's	20
202x	Senior Executive Staff Level 3	Master's	15
203x	Senior Executive Staff Level 2	Master's	12
204x	Senior Executive Staff Level 1	Master's	10

* In the MOBIS GSA rates table, the x is replaced by an A for ANSER site or a C for client site.

† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

2. Subject Matter Expert

Gathers and organizes information on problems or procedures, including present operating procedures. Analyzes data, develops information, and assesses available solutions or alternative methods of proceeding. Coordinates with clients and trains users to ensure smooth implementation and functional performance of new systems, procedures, or organizations. Develops and implements operational tests and assessments. Develops and maintains functional and operating documentation. Plans study of work problems and procedures (for example, organizational change, communications, information flow, decision-making processes, control processes, operational effectiveness, and cost analyses). Organizes and documents findings of studies and prepares recommendations for implementation of new systems, procedures, or

organizational changes. Oversees and manages projects and programs. Provides specialized knowledge in specific functional or operational domains, or in analysis methods or disciplines.

Education and Experience Requirements

Must possess academic degrees, professional training, or equivalent experience in areas appropriate for the work undertaken, including the following discipline areas: computer science, information systems, decision sciences, architecture, planning, design, engineering, operations research, math, physics, political science, international relations, liberal arts, business or management, and economics or other social sciences.

Experienced in analyzing systems, operations, and management problems. Has knowledge of techniques and tools of analysis, for example, modeling and simulation, operations research techniques, functional decomposition, surveys, business process reengineering, and policy analysis. Experienced in conceptualizing and developing solutions, formulating problem statements conducive to application of analytical methods, and development of analysis methods and approaches. Experienced in a broad scope of applications and uses of analysis methods, such as requirements analyses, system and subsystem definition, program and process analyses, evaluations, cost-benefit analyses, and planning. Experienced in managing projects, contracts, funds, and resources. Has specialized experience in one or more functional or operational domains and expertise in related Government, military, and commercial applications. Has specialized experience and expertise in analysis of specific systems under consideration or in specific analysis methods or disciplines. Has experience operating with management processes providing sophisticated planning, scheduling, performance tracking, and risk management. Has experience in management structures geared toward delivery of end-item products and the application of repeatable processes, modern development methodologies, and techniques such as simulations, wargaming, prototyping, and systems demonstrations.

Category*	Job Title & Level	Degree†	Years' Experience†
205x	Subject Matter Expert 4	Master's	15
206x	Subject Matter Expert 3	Master's	12
207x	Subject Matter Expert 2	Master's	10
208x	Subject Matter Expert 1	Master's	8

* In the MOBIS GSA rates table, the x is replaced by an A for ANSER site or a C for client site.

† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

3. Consultant

Gathers and organizes information on problems or procedures, including present operating procedures. Analyzes data, develops information, and assesses available solutions or alternative methods of proceeding. Coordinates with clients and trains users to ensure smooth

implementation and functional performance of new systems, procedures, or organizations. Develops and implements operational tests and assessments. Develops and maintains functional and operating documentation. Plans study of work problems and procedures (for example, organizational change, communications, information flow, decision-making processes, control processes, operational effectiveness, or cost analyses). Organizes and documents findings of studies and prepares recommendations for implementation of new systems, procedures, or organizational changes. Oversees and manages projects and programs.

Education and Experience Requirements

Must possess academic degrees, professional training, or equivalent experience in areas appropriate for the work undertaken, including computer science, information systems, decision sciences, architecture, planning, design, engineering, operations research, math, physics, political science, international relations, liberal arts, business or management, economics, or other social sciences.

Experienced in analyzing systems, operations, and management problems. Requires knowledge of techniques and tools of analysis, for example, modeling and simulation, operations research techniques, functional decomposition, surveys, business process reengineering, and policy analysis. Experienced in conceptualizing and developing solutions, formulating problem statements conducive to application of analytical methods, and development of analysis methods and approaches. Experienced in a broad scope of applications and uses of analysis methods, such as requirements analyses, system and subsystem definition, program and process analyses, evaluations, cost-benefit analyses, and planning. Experienced in managing projects, contracts, funds, and resources.

Category*	Job Title & Level	Degree†	Years' Experience†
209x	Consultant Level 4	Bachelor's	10
210x	Consultant Level 3	Bachelor's	8
211x	Consultant Level 2	Bachelor's	6
212x	Consultant Level 1	Bachelor's	4

* In the MOBIS GSA rates table, the x is replaced by an A for ANSER site or a C for client site.

† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

4. Analyst

Gathers and organizes information on problems or procedures, including present operating procedures. Analyzes data, develops information, and assesses available solutions or alternative methods of proceeding. Coordinates with clients and trains users to ensure smooth implementation and functional performance of new systems, procedures, or organizations.

Develops and implements operational tests and assessments. Develops and maintains functional and operating documentation.

Education and Experience Requirements

Must possess academic degrees, professional training, or equivalent experience in areas appropriate for the work undertaken, including computer science, information systems, decision sciences, architecture, planning, design, engineering, operations research, math, physics, political science, international relations, liberal arts, business or management, or economics or other social sciences.

Experienced in analyzing systems, operations, and management problems. Requires knowledge of techniques and tools of analysis, for example, modeling and simulation, operations research techniques, functional decomposition, surveys, business process reengineering, and policy analysis.

Category*	Job Title & Level	Degree†	Years' Experience†
213x	Analyst Level 4	Bachelor's	4
214x	Analyst Level 3	Bachelor's	2
215x	Analyst Level 2	Bachelor's	1
216x	Analyst Level 1	Bachelor's	0

* In the MOBIS GSA rates table, the x is replaced by an A for ANSER site or a C for client site.

† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

5. Specialty Engineer

Designs and applies advanced methods, theories, and research techniques in the investigation and solution of complex and difficult systems design requirements to evaluate or reengineer customer mission-oriented business programs or initiatives. Facilitates decision support in customer collaboration efforts, working groups, or teams. Applies engineering experience to perform functions such as system integration, configuration management, quality assurance testing, and acquisition and resource management. Analyzes, designs, develops, implements, tests, or evaluates system components related to engineering or functional requirements of operational systems, support systems, or management information systems. Provides all phases of the survey process for mission-oriented business issues. Organizes and documents findings of studies and prepares recommendations for implementation. Oversees and manages projects and programs. Provides specialized knowledge in specific engineering processes, methods, or disciplines.

Education and Experience Requirements

Must possess academic degrees, professional training, or equivalent experience in areas appropriate for the work undertaken, including engineering, natural and applied sciences, operations research, or any other mathematical science. Experienced in applying engineering principles to investigate, analyze, plan, design, develop, implement, test, or evaluate systems. Experienced in conducting reviews and preparing engineering and technical analyses, reports, change proposals, and other technical documentation. General experience and expertise in systems design or test engineering. Experienced in conceptualizing and developing solutions, formulating problem statements conducive to application of analytical methods, and development of analysis methods and approaches. Experienced in managing projects, contracts, funds, and resources. Has specialized experience and expertise in systems design or test engineering in specific systems under consideration, or specific engineering processes or disciplines such as development of system performance specifications to meet operational objectives, development and evaluation of system concepts to satisfy performance specification, coordination of systems design, fabrication, integration, test, and evaluation, or oversight and assessment of configuration management activities.

Category*	Job Title & Level	Degree†	Years' Experience†
217x	Specialty Engineer 4	Master's	15
218x	Specialty Engineer 3	Master's	12
219x	Specialty Engineer 2	Master's	10
220x	Specialty Engineer 1	Master's	8

* In the MOBIS GSA rates table, the x is replaced by an A for ANSER site or a C for client site.

† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

6. Engineer

Designs and applies advanced methods, theories, and research techniques in the investigation and solution of complex and difficult systems design requirements to evaluate or reengineer customer mission-oriented business programs or initiatives. Facilitates decision support in customer collaboration efforts, working groups, or teams. Applies engineering experience to perform functions such as system integration, configuration management, quality assurance testing, and acquisition and resource management. Analyzes, designs, develops, implements, tests, or evaluates system components related to engineering or functional requirements of operational systems, support systems, or management information systems. Provides all phases of the survey process for mission-oriented business issues. Organizes and documents findings of studies and prepares recommendations for implementation. Oversees and manages projects and programs.

Education and Experience Requirements

Must possess academic degrees, professional training, or equivalent experience in areas appropriate for the work undertaken, including engineering, natural and applied sciences, or operations research or any other mathematical science.

Experienced in applying engineering principles to investigate, analyze, plan, design, develop, implement, test, or evaluate systems. Experienced in conducting reviews and preparing engineering and technical analyses, reports, change proposals, and other technical documentation. General experience and expertise in systems design or test engineering. Experienced in conceptualizing and developing solutions, formulating problem statements conducive to application of analytical methods, and development of analysis methods and approaches. Experienced in managing projects, contracts, funds, and resources.

Category*	Job Title & Level	Degree†	Years' Experience†
221x	Engineer Level 4	Bachelor's	10
222x	Engineer Level 3	Bachelor's	8
223x	Engineer Level 2	Bachelor's	6
224x	Engineer Level 1	Bachelor's	4

* In the MOBIS GSA rates table, the x is replaced by an A for ANSER site or a C for client site.

† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

7. Engineering Assistant

Designs and applies advanced methods, theories, and research techniques in the investigation and solution of complex and difficult systems design requirements to evaluate or reengineer customer mission-oriented business programs or initiatives. Facilitates decision support in customer collaboration efforts, working groups, or teams. Applies engineering experience to perform functions such as system integration, configuration management, quality assurance testing, or acquisition and resource management. Analyzes, designs, develops, implements, tests, or evaluates system components related to engineering or functional requirements of operational systems, support systems, or management information systems. Provides support for all phases of the survey process for mission-oriented business issues.

Education and Experience Requirements

Must possess academic degrees, professional training, or equivalent experience in areas appropriate for the work undertaken, including engineering, natural and applied sciences, operations research, or any other mathematical science. Experienced in applying engineering principles to investigate, analyze, plan, design, develop, implement, test, or evaluate systems. Experienced in conducting reviews and preparing engineering and technical analyses, reports, change proposals, and other technical documentation.

Category*	Job Title & Level	Degree†	Years' Experience†
225x	Engineering Assistant Level 4	Bachelor's	4
226x	Engineering Assistant Level 3	Bachelor's	2
227x	Engineering Assistant Level 2	Bachelor's	1
228x	Engineering Assistant Level 1	Bachelor's	0

* In the MOBIS GSA rates table, the x is replaced by an A for ANSER site or a C for client site.

† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

8. Publications Specialist

Researches, organizes, writes, edits, proofreads, and produces data for use in a wide variety of complex technical publications requiring knowledge and understanding of the subject matter and allied fields in support of all customer mission-oriented business functions, programs, or initiatives. Recommends overall organization and layout, editorial standards, publication methods, and the like. Coordinates publications with outside sources as needed. Ensures that technical documentation is accurate and complete, that it meets editorial guidelines and government specifications, and that it adheres to standards for quality, graphics, coverage, format, and style. Designs and develops graphics and illustrations for use in technical materials, manuals, and other publications and for inclusion in software and applications development. Operates computer hardware and software to prepare, revise, print, and store text, illustrations, graphs, charts, etc. Operates equipment, such as still and video cameras, for the design and production of photos and videotapes. Formulates concepts and renders illustration and detail from models, sketches, memory, written or verbal instructions, and imagination. Selects type, draws lettering, lays out material, or performs related duties. Determines the style, technique, and medium best suited to produce the desired effect and conform to reproduction requirements.

Education and Experience Requirements

Must possess academic education, professional training, or equivalent experience in areas appropriate for the work undertaken, including communications, English, journalism, liberal arts, applicable technical fields, graphics design, art, or other related fields.

Experienced in documentation disciplines, including technical writing, editing, layout, document development and production, and desktop publishing. Experienced in visual arts disciplines, including graphics design, illustration, photography, and video. Background in the design and presentation of multimedia environments, including incorporation of audio, video, text, and graphics into multimedia and single-medium presentations. Has knowledge and experience with equipment and software for the design and production of documents, graphics, videotape, and web documents.

Category*	Job Title & Level	Degree†	Years' Experience†
229x	Publications Specialist Level 6	Bachelor's	5
230x	Publications Specialist Level 5	Bachelor's	3
231x	Publications Specialist Level 4	Associate's	5
232x	Publications Specialist Level 3	Associate's	3
233x	Publications Specialist Level 2	High school	5
234x	Publications Specialist Level 1	High school	3

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† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

9. Support Specialist

Supports research and analysis functions, compiles specified research and data, interprets basic research data, and reviews research publications for pertinent information. Provides inputs to research staff in a concise, logical, well-organized format for use in communications to clients. Provides administrative and secretarial assistance by performing document preparation or other office duties such as arranging and coordinating travel and meeting or conference facilities.

Education and Experience Requirements

Must possess education, professional training, or equivalent experience in areas appropriate for the work undertaken. Experienced in all aspects of providing technical and administrative support to the research staff. Experienced in such areas as data collection and analyses, data presentation, preparation of briefings, and computer presentations, library research, administrative procedures, and document preparation. Must have knowledge of and experience with appropriate software tools.

Category*	Job Title & Level	Degree†	Years' Experience†
235x	Support Specialist Level 6	Associate's	10
236x	Support Specialist Level 5	Associate's	8
237x	Support Specialist Level 4	High school	5
238x	Support Specialist Level 3	High school	3
239x	Support Specialist Level 2	High school	2
240x	Support Specialist Level 1	High school	1

* In the MOBIS GSA rates table, the x is replaced by an A for ANSER site or a C for client site.

† Education and experience may be substituted in accordance with the "Education/Experience Equivalency" table at the beginning of this section.

ANSER MOBIS Rates All SINS

Labor Category	Level	ANSER Site GSA Hourly Rate with IFF 10/1/2010 - 9/30/2011	Client Site GSA Hourly Rate with IFF 10/1/2010 - 9/30/2011	ANSER Site GSA Hourly Rate with IFF 10/1/2011 - 9/30/2012	Client Site GSA Hourly Rate with IFF 10/1/2011 - 9/30/2012	ANSER Site GSA Hourly Rate with IFF 10/1/2012 - 9/30/2013	Client Site GSA Hourly Rate with IFF 10/1/2012 - 9/30/2013
Senior Executive Staff	Level 4	\$278.88	\$276.37	\$287.41	\$284.83	\$296.21	\$293.55
	Level 3	\$243.04	\$241.95	\$250.47	\$249.35	\$258.14	\$256.98
	Level 2	\$213.13	\$212.24	\$219.65	\$218.73	\$226.37	\$225.42
	Level 1	\$182.43	\$173.12	\$188.01	\$178.42	\$193.77	\$183.88
Subject Matter Expert	Level 4	\$147.97	\$137.58	\$152.50	\$141.79	\$157.17	\$146.13
	Level 3	\$131.59	\$122.38	\$135.62	\$126.12	\$139.77	\$129.98
	Level 2	\$116.95	\$108.74	\$120.53	\$112.06	\$124.22	\$115.49
	Level 1	\$103.62	\$96.36	\$106.80	\$99.31	\$110.06	\$102.35
Consultant	Level 4	\$92.11	\$85.66	\$94.93	\$88.28	\$97.84	\$90.99
	Level 3	\$82.10	\$76.34	\$84.61	\$78.68	\$87.20	\$81.09
	Level 2	\$72.97	\$67.85	\$75.20	\$69.92	\$77.50	\$72.06
	Level 1	\$64.81	\$60.27	\$66.80	\$62.12	\$68.84	\$64.02
Analyst	Level 4	\$57.59	\$53.54	\$59.36	\$55.18	\$61.17	\$56.87
	Level 3	\$51.17	\$47.58	\$52.74	\$49.04	\$54.35	\$50.54
	Level 2	\$45.36	\$42.17	\$46.74	\$43.46	\$48.17	\$44.79
	Level 1	\$40.48	\$37.65	\$41.72	\$38.80	\$43.00	\$39.99
Specialty Engineer	Level 4	\$175.54	\$163.23	\$180.92	\$168.23	\$186.45	\$173.38
	Level 3	\$156.87	\$145.85	\$161.67	\$150.32	\$166.61	\$154.92
	Level 2	\$139.28	\$129.50	\$143.54	\$133.47	\$147.93	\$137.55
	Level 1	\$123.72	\$115.04	\$127.50	\$118.56	\$131.40	\$122.19

Labor Category	Level	ANSER Site GSA Hourly Rate with IFF 10/1/2010 - 9/30/2011	Client Site GSA Hourly Rate with IFF 10/1/2010 - 9/30/2011	ANSER Site GSA Hourly Rate with IFF 10/1/2011 - 9/30/2012	Client Site GSA Hourly Rate with IFF 10/1/2011 - 9/30/2012	ANSER Site GSA Hourly Rate with IFF 10/1/2012 - 9/30/2013	Client Site GSA Hourly Rate with IFF 10/1/2012 - 9/30/2013
Engineer	Level 4	\$110.29	\$102.54	\$113.67	\$105.68	\$117.15	\$108.92
	Level 3	\$97.79	\$90.94	\$100.78	\$93.72	\$103.86	\$96.59
	Level 2	\$86.94	\$80.85	\$89.60	\$83.33	\$92.34	\$85.88
	Level 1	\$77.31	\$71.89	\$79.68	\$74.09	\$82.11	\$76.35
Engineering Assistant	Level 4	\$68.58	\$63.76	\$70.68	\$65.72	\$72.85	\$67.73
	Level 3	\$60.77	\$56.50	\$62.63	\$58.23	\$64.55	\$60.01
	Level 2	\$54.22	\$50.40	\$55.88	\$51.95	\$57.59	\$53.54
	Level 1	\$48.31	\$44.92	\$49.78	\$46.29	\$51.31	\$47.71
Publications Specialist	Level 6	\$96.43	\$89.68	\$99.38	\$92.43	\$102.42	\$95.26
	Level 5	\$89.42	\$83.16	\$92.16	\$85.70	\$94.98	\$88.33
	Level 4	\$75.98	\$70.65	\$78.31	\$72.81	\$80.70	\$75.04
	Level 3	\$61.96	\$57.60	\$63.85	\$59.37	\$65.81	\$61.18
	Level 2	\$48.26	\$44.87	\$49.74	\$46.24	\$51.26	\$47.66
	Level 1	\$41.34	\$38.43	\$42.60	\$39.60	\$43.90	\$40.81
Support Specialist	Level 6	\$69.07	\$64.22	\$71.19	\$66.19	\$73.36	\$68.21
	Level 5	\$62.09	\$57.70	\$63.99	\$59.46	\$65.95	\$61.28
	Level 4	\$55.09	\$51.24	\$56.78	\$52.80	\$58.51	\$54.42
	Level 3	\$48.14	\$44.76	\$49.61	\$46.13	\$51.13	\$47.55
	Level 2	\$41.29	\$38.40	\$42.56	\$39.57	\$43.86	\$40.78
	Level 1	\$34.39	\$30.77	\$35.44	\$31.71	\$36.52	\$32.68

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