

# Dougherty & Associates, Inc.

## (DAI Solutions)

### **GSA Federal Supply Schedule**

**GS-00F-032CA:** Professional Services Schedule (PSS)

Federal Supply Service Authorized Price List

FSC Class: 541 & 874

Contract Period: February 4, 2015 to February 3, 2020

## Customer Information

1. a.) Special Item Numbers (SINs) Awarded:

Contract Number: GS-00F-032CA

541-1/RC:	Advertising Services
541-2/RC:	Public Relations Services
541-3/RC:	Web Based Marketing Services
541-4A/RC:	Market Research and Analysis Services
541-4D/RC:	Conference Events and Tradeshow Planning Services
541-4F/RC:	Commercial Art and Graphic Design
541-5/RC:	Integrated Marketing Services
541-1000/RC:	Other Direct Costs
874-1/RC:	Integrated Consulting Services
874-4/RC:	Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development & Test Administration
874-7/RC:	Integrated Business Support Services

b.) Prices shown in price list are net, all discounts deducted and valid for all areas including worldwide.

2. Maximum Order Threshold: \$1,000,000

There is no maximum task order size for the contract. A maximum threshold value of \$1,000,000 for a task order was established for the contract. When task orders exceed this value, agencies should seek additional discounts from the contractor. Task orders exceeding \$1,000,000 may be handled pursuant to clause I-FSS-125 (August 1995). In accordance with FAR 8.404, before placing an order that exceeds the maximum order threshold, ordering offices shall: Based upon the initial evaluation, generally seek price reductions from the schedule contractor(s) appearing to provide the best value (considering price and other factors); and, after price reductions have been sought, place the order with the schedule contractor that provides the best value and results in the lowest overall cost alternative (see FAR 8.404(a)). If further price reductions are not offered, an order may still be placed, if the ordering office determines that it is appropriate.

3. Minimum Order Threshold: \$100.00

4. Geographic Coverage (Delivery Area): Worldwide

5. Point(s) of Production (City, County, and State or Foreign Country): Alexandria, Virginia

6. Discount from list prices or statement of net price: N/A

7. Quantity Discounts: None

8. (a.-b.) Government Purchase Cards below and above the micro-purchase threshold: Dougherty & Associates, Inc. accepts the Government Purchase card but does not offer any additional discount.

9. Foreign Items: None

10. (a.-d.) Time of Delivery: As stipulated on individual Task Orders.
11. FOB Point: Destination Ordering Address:  
Dougherty & Associates, Inc.  
1199 North Fairfax Street, Suite 800  
Alexandria, VA 22314
12. Payment Address:  
Dougherty & Associates, Inc.  
1199 North Fairfax Street, Suite 800  
Alexandria, VA 22314
13. Warranty Provision: N/A
14. Export Packing Charges: N/A
15. Terms and conditions of Government purchase card acceptance: Dougherty & Associates, Inc. accepts the Government Purchase card but does not offer any additional discount.
16. – 23. N/A
24. a–b Special Attributes: N/A
25. Data Universal Number System (DUNS) number: 931806749
26. Dougherty & Associates, Inc. is registered in the System for Award Management (SAM) database.

**Service Contract Act:** The Service Contract Act (SCA) is applicable to this contract as it applies to the entire Professional Services Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the contractor adds SCA labor categories / employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

\*\*Effective October 1, 2015, the Consolidated Schedule became the Professional Services Schedule (PSS), with no changes to any terms and conditions found within this document. Should any changes be made to the existing terms and conditions via the issuance of a contract modification, a new file will need to be uploaded as required by clause 552.238-81 MODIFICATIONS, FEDERAL SUPPLY SCHEDULE (APR 2014), ALTERNATE I – APR 2014.\*\*

## Introduction

A certified woman-owned small business headquartered in Alexandria, VA, Dougherty & Associates, Inc. (DAI Solutions) is a boutique management consulting firm that focuses on the people part of transformation. We help organizations prepare for significant transformation and come through it better equipped to meet their priorities. People, processes and technology are traditionally considered the cornerstones for successful change, but truly everything comes back to people. Processes and technology are tools to assist — people are the agents for change. All of our transformation work recognizes this truth.

Purposefully small, client-centered and people-focused, we collaborate with our clients to intelligently transform their business. Thoughtful analysis, shrewd planning and precise execution are the hallmarks of our approach.

For more than 20 years, we have helped agencies like the Departments of Commerce, Defense, Health and Human Services, Homeland Security, Veterans Affairs, General Services Administration, National Archives and Records Administration and Small Business Administration transform their organizations.

DAI Solutions has been awarded the following SINs:

- 541-1/RC
- 541-2/RC
- 541-3/RC
- 541-4A/RC
- 541-4D/RC
- 541-4F/RC
- 541-5/RC
- 541-1000/RC
- 874-1/RC
- 874-4/RC
- 874-7/RC

## DAI Solutions Areas of Expertise

We bring all the tools that enable change — a strategic knowledge of how to drive successful change, an ability to communicate change needs persuasively, and the training expertise to bring the workforce to where they need to be.

### Change Leadership and Management

We develop engagement models that include drivers for engagement, communications to stakeholders across the organization, and desired results. Our organizational development and change experts develop strategies and plans that, when implemented, result in transformations that are sustained.

Our core competencies include:

- Change leadership/management
- Coaching and facilitation
- Evaluation strategy, design and execution
- Organizational design and development

- Program design and implementation
- Stakeholder and user engagement
- Strategic planning
- Use case development

## Communications

Clear and consistent communications planning is at the root of every DAI Solutions engagement. Our communications strategies and action plans manage change through synthesis and dissemination of content to audiences and stakeholders. We create messaging hierarchies and flow that ensure timely, accurate, consistent and transparent communications. Our areas of support encompass a full range of integrated capabilities and competencies within the communications lifecycle, from planning to execution, ensuring communications activities are strategically positioned and coordinated.

Our core communications competencies include:

- Branding
- Communications planning and implementation
- Creative services
- Event management and facilitation
- Leadership messaging
- Marketing and product research and analysis
- Multimedia product development
- Public and media relations
- Risk and crisis communications
- Stakeholder engagement and outreach
- Website design and maintenance

## Organizational Development

DAI Solutions' organizational development services and solutions — strategic planning, policy development, competency modeling, skill gap analysis, performance management, succession planning and talent leadership — assist our clients in achieving workforce excellence and greater productivity, ultimately gaining long-term value. Our insightful analysis and strategic planning have always been key to our success.

With the end goal in mind, we provide the right resources to deliver the expected results. We develop quality project management plans, schedules, outline tasks and deliverables, develop monthly and quarterly reports and conduct thorough quality assurance reviews for all of our deliverables. This commitment to management, combined with our expertise and understanding of the federal operating environment, gives us our distinctive edge to produce realistic and actionable results that facilitate success.

Our core organizational development competencies include:

- Assessments and research, including focus groups surveys
- Competency planning and management
- HR Information Technology (HRIT) design and implementation
- HR program management and support
- Organizational development and transformation
- Performance and talent management
- Recruitment advertising
- Recruitment branding and advertising
- Strategic planning and workforce planning aligned to OPM's Human Capital Framework

### **Learning Solutions**

DAI Solutions provides off-the-shelf courses and custom-designed learning programs, developed with a thorough understanding of the specific performance objectives to be achieved. Performance objectives are derived through a comprehensive and accurate training-needs analysis. Our training professionals employ a proven, systematic approach to training development that is based on continuous evaluation and feedback throughout every phase. Our approach includes the following steps:

- Conducting a needs assessment to identify performance objectives and deficiencies
- Developing a program that achieves the identified objectives
- Delivering the program by using the most effective learning strategies
- Evaluating the training program to assess overall effectiveness
- Redesigning or modifying the program based on the evaluation

DAI Solutions' training expertise spans the spectrum of educational technologies including traditional classroom techniques, programmed instruction, interactive multimedia, computer-based training (CBT), web-based training (WBT), simulation and gaming. Our learning solutions professionals have developed training programs on a wide variety of topics including health care, customer service, information technology, process engineering, personnel management and team building.

Our learning solutions competencies include:

- Conference and event planning and management
- Curriculum/course design and development
- Instructor- and virtual instructor-led training
- Performance support tools
- Web-based training

## Description of Services

DAI Solutions was awarded SINS 541-1/RC, 541-2/RC, 541-3/RC, 541-4A/RC, 541-4D/RC, 541-4F/RC, 541-5/RC, and 541-1000/RC. The following describes our services:

### ***SIN 541-1/RC: Advertising Services***

Services provided under this SIN promote public awareness of an agency's mission and initiatives and dissemination of information to consumer and advocacy groups. Advertising media, such as direct mail, media planning/placement, public education, outdoor marketing and media, and broadcast media, to include television and radio public service announcements, may be used in providing services relating to this SIN.

### ***SIN 541-2/RC: Public Relations Services***

Services include providing customized media and public relations services, preparing media materials, including background materials, press releases, speeches and presentations, and press kits, and executing media programs such as press conferences and broadcast and print interviews.

### ***SIN 541-3/RC: Web-Based Marketing Services***

Services include providing customized internet media in a format that is compatible with your agency's software. This can include development and implementation of website design and maintenance, search engine development, e-mail and interactive marketing, online media management, web-based training, web casting, Section 508 compliance, and activities related to electronic marketing.

### ***SIN 541-4A/RC: Market Research and Analysis Services***

Services include developing customized strategic marketing plans, branding initiatives and target market identification, and conducting focus groups.

### ***SIN 541-4D/RC: Conference Events and Tradeshow Planning Services***

Services encompass all activities within the event planning lifecycle from pre-event planning, implementation and execution to post-event results reporting. Activities across these stages include branding, concept development, logistics and coordination, implementation and post-event evaluation to support engagements with varying purposes, formats, sizes and target audiences.

### ***SIN 541-4F/RC: Commercial Art and Graphic Design***

Services include the generation of visual representations of key messages and ideas through the use of a variety of graphic design tactics and formats, including print and web. DAI combines high-impact design with concise messaging customized to meet client-specific goals and stakeholder needs through the development of multimedia products.

**SIN 541-5/RC: Integrated Marketing Services**

Services under this SIN provide comprehensive solutions using strategically targeted marketing strategies and tactics that include full-service execution of media planning and creative multimedia campaigns. These comprehensive solutions encompass services within: 541-1 Advertising Services, 541-2 Public Relations Services, and 541-4A Market Research and Analysis Services.

***DAI Solutions Labor Rates under 541-1/RC, 541-2/RC, 541-3/RC, 541-4A/RC, 541-4D/RC, 541-4F/RC, 541-5/RF:***

Labor Category	Rate per Hour
Analyst 1	\$66.60
Analyst 2	\$87.09
Analyst 3	\$102.45
Art Director	\$92.22
Copywriter	\$61.48
Creative Director	\$131.87
Editor 1	\$71.00
Editor 2	\$96.37
Graphic Designer	\$76.85
Learning Consultant 1	\$87.09
Learning Consultant 2	\$98.99
Learning Consultant 3	\$102.45
Media Buy/Planner 1	\$76.07
Media Buy/Planner 2	\$97.35
Media Director	\$121.92
Multimedia Producer	\$122.95
Program Manager 1	\$179.31
Program Manager 2	\$204.93
Programmer/Web Developer 1	\$92.22
Programmer/Web Developer 2	\$128.07
Project Manager 1	\$126.79
Project Manager 2	\$153.68
Project Manager 3	\$169.06
Technical Writer 1	\$101.44
Technical Writer 2	\$126.79
Writer 1	\$76.07
Writer 2	\$99.41
Writer 3	\$111.58

**SIN 541-1000/RF: Other Direct Costs (ODCs)**

The following table identifies expenses other than labor hours that are necessary to complete a project.

ODCs	Government Rate
Purchase of research data	\$36,652.64
Rental of focus group facility including audio, video, food	\$11,637.50
Purchase of survey research software	\$31,340.00
Purchase of Java scripting	\$9,600.00
Location map usage with modifications	\$8,308.75
Domain registration	\$5,535.00
Conference planning services	\$95,001.38
Conference products	\$9,168.00
Planning exhibit space	\$10,056.00
Printing output	\$16,525.00
Slides scanning	\$4,775.00
Media placement	\$12,160.00
Mailing support	\$1,188.10
Purchase of ad space	\$13,242.10
Development of folder, newspaper and magazine ads	\$4,650.00
Development of website	\$19,220.71
Development of folder	\$2,500.00
Purchase ad space	\$8,229.64
Purchase of Arbitron data	\$6,728.00
CD-ROM production	\$97,500.00
Fabrication/printing	\$13,793.00
Express delivery/mailing	\$149.00
Printing and installation	\$5,104.68

## Labor Category Descriptions

Below are labor category descriptions for 541-1/RC, 541-2/RC, 541-3/RC, 541-4A/RC, 541-4D/RC, 541-4F/RC, 541-5/RC.

### Analyst 1:

Functional Responsibilities: Performs varied analytical functions, as needed, under the supervision and direction of an Analyst 3. Works as a team player and supports the completion of analysis projects in a timely manner.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 4 years of experience

### Analyst 2:

Functional Responsibilities: Performs varied analytical functions, as needed, including research and analysis of business processes and structures and cataloging and abstracting documents. Has excellent research, presentation preparation and writing skills. Works in a fast-paced environment and performs independently and as a team player. Accomplishes analysis for a project in a timely fashion.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

### Analyst 3:

Functional Responsibilities: Leads teams of analysts in performing analytical tasks that are required to provide information necessary to successfully implement projects. Is responsible for analyzing data, business processes and structures, cataloging and abstracting documents, developing recommendations and reports, using other analytical skills as required. Is able to work under pressure and has the capacity to handle numerous projects at once.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

### Art Director:

Functional Responsibilities: Directs the creative production of graphic and artistic materials for projects. Designs and produces products using a variety of digital and traditional mediums including video, print, broadcast, teleconferencing and electronic means. Develops animation and sound in multimedia presentations and training materials. Ensures consistent theme and overall design of products. Develops

and reviews products for Section 508 compliance. Works with project teams to assure quality products delivered on time and within budget.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 2 years of experience

**Copywriter:**

Functional Responsibilities: Determines requirements and creates copy for internal and external communications. Works in a high demand, fast-paced environment. Develops concepts and writes copy for newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets and online delivery including Website content.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 1 year
- Substitution: High School Diploma and 2 years of experience

**Creative Director:**

Functional Responsibilities: Directs the concept and development of graphic and artistic materials for projects. Sets and manages creative project budgets and timelines, supervises staff of creative professionals through execution of digital and traditional products. Keeps current with new and emerging graphic capabilities and concepts and advises on their use when appropriate.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 8 years
- Substitution: High School Diploma and 2 years of experience

**Editor 1:**

Functional Responsibilities: Based on guidance, supports editing assignments, for both digital and traditional communications to include: newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets and online delivery including Web site content. Develops and maintains style guides in accordance with customer and industry standards.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 4 years of experience

**Editor 2:**

Functional Responsibilities: Edits digital and traditional communications to include: newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets

and online delivery including Website content. Develops and maintains style guides in accordance with customer and industry standards.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

#### **Graphic Designer:**

Functional Responsibilities: Designs and creates graphic and artistic materials for projects. Is able to follow time restraints and budgets in the development of products for video, print, broadcast, teleconferencing and electronic media. Develops animation and sound in multimedia presentations and training materials. Works closely with Art Director to maintain theme and overall design. Keeps current with new and emerging graphic capabilities. Develops products for Section 508 compliance and participates in quality control processes.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 2 years of experience

#### **Learning Consultant 1:**

Functional Responsibilities: Works to assess an organization's readiness for learning and works to define the scope of learning strategies. Identifies the learning requirements needed, develops a training plan, and translates requirements into potential training interventions. Participates in the development of training and communications plans and associated strategies that identify target audiences, appropriate messages, channels, activities and products. Conducts research to include collateral reviews, cost benefit and ROI analysis and preparation for stakeholder interviews and focus groups. Presents strategies and products to small and large groups. With direction, develops written content that incorporates established program goals and key messages in a clear voice that supports the communications strategy. Identifies and recommends new communication channels and methods. Conducts quality assurance reviews of client communications materials prior to distribution.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 2 years of experience

#### **Learning Consultant 2:**

Functional Responsibilities: Leads organization assessment activities to determine an organizations readiness for learning. Leads the effort to identify the learning requirements needed, manages the development of a training plan, and helps to translates requirements into potential training interventions. Develops training and communications plans and associated strategies that identify

target audiences, appropriate messages, channels, activities and products. Develops learning strategy definitions and policies in concert with stakeholders. Calculates ROI and cost benefit of learning strategies. Presents strategies and products to small and large groups. Suggests change management approaches, best practice adoption and implementation and process adoption and implementation. Develops communications plans for all learning initiatives. Develops or edits written content that incorporates established program goals and key messages in a clear voice that supports the learning strategy. Identifies and establishes new communications channels and methods. Builds relationships with client communications staff and gatekeepers, and leverages those relationships to ensure smooth delivery of communications products. Works within or leads a multi-disciplinary team where content is shared and used for a variety of communications materials.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 2 years of experience

**Learning Consultant 3:**

Functional Responsibilities: Leads the effort to identify the learning requirements needed, manages the development of a training plan, and helps to translates requirements into potential training interventions. Develops training and communications plans and associated strategies that identify target audiences, appropriate messages, channels, activities and products. Develops learning strategy definitions and policies in concert with stakeholders. Calculates ROI and cost benefit of learning strategies. Presents strategies and products to small and large groups. Suggests change management approaches, best practice adoption and implementation and process adoption and implementation. Develops communications plans for all learning initiatives. Leads the development or edits of written content that incorporates established program goals and key messages in a clear voice that supports the learning strategy. Identifies and establishes new communications channels and methods. Builds relationships with client communications staff and gatekeepers, and leverages those relationships to ensure smooth delivery of communications products. Leads a multi-disciplinary team where content is shared and used for a variety of communications materials.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**Media Buyer / Planner 1:**

Functional Responsibilities: Identifies the best mix of media channels to deliver advertising messages to target audiences. Conducts or leverages research to analyze and recommend digital and traditional media tactics. Negotiates, purchases and reports on media buys. Maintains relationships with representatives from media outlets. Coordinates copy, art and production for media placements.

- Education: Bachelor's Degree (or 2 years of experience in lieu of degree)

- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 2 years of experience

**Media Buyer / Planner 2:**

Functional Responsibilities: Independently identifies the best mix of media channels to deliver advertising messages to target audiences. Conducts primary or secondary research to analyze and recommend digital and traditional media tactics. Negotiates, purchases and reports on media buys. Initiates and maintains relationships with representatives from media outlets. Coordinates copy, art and production for media placements. Stays current on media trends.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 2 years of experience

**Media Director:**

Functional Responsibilities: Manages the media department. Responsible for media research, strategies, planning, buying and execution of media plans. Plans, negotiates, places and reports on global, multi-channel media buys. Stays abreast of media trends and technology for placements and reporting. Builds and maintains relationships with media companies.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**Multimedia Producer:**

Functional Responsibilities: Using leading edge technologies manages all multimedia products to include: computer-based and Web-based solutions, Web TV, kiosks, videos, distance learning applications and other related projects. Responsible for managing the production of various projects and team members. Develops and reviews products for Section 508 compliance. Participates in quality control processes.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 2 years of experience

**Project Manager 1:**

Functional Responsibilities: Is responsible for successful delivery of projects through detailed project planning, scheduling and costing. Leads and guides teams of specialists, analysts and support staff. Maintains detailed project plans, monitors work performed to ensure project stays on schedule and

reports progress of project to the program manager on an ongoing basis. Addresses immediate and long-term solutions to project related issues.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

#### **Project Manager 2:**

Functional Responsibilities: Serves as lead on project activities and has responsibility for directing project strategy, assigning project staff, and overall direction of projects. Interfaces with clients, business partners and professional organizations in order to enhance project products. Prepares formal and informal presentations. Monitors project budgets and expenditures and reports management issues that need corporate attention.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

#### **Project Manager 3:**

Functional Responsibilities: Serves as lead on project activities and has responsibility for directing project strategy, assigning project staff, and overall direction of projects. Interfaces with clients, business partners and professional organizations in order to enhance project products. Prepares formal and informal presentations. Monitors project budgets and expenditures and reports management issues that need corporate attention.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 8 years
- Substitution: High School Diploma and 4 years of experience

#### **Program Manager 1:**

Functional Responsibilities: Has overall responsibility for multiple projects within a designated program area and reports directly to senior corporate staff. Oversees the responsibilities of the various Project Managers and has profit and loss authority on all projects within a specified program area.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 10 years
- Substitution: High School Diploma and 4 years of experience

#### **Program Manager 2:**

**Functional Responsibilities:** Oversees all program activities and works directly with Project Managers in their responsibilities to ensure the accurate and successful implementation of multiple projects within the Program Area. Reports directly to senior corporate staff and has profit and loss responsibility for all projects implemented within their designated Program area.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 12 years
- Substitution: High School Diploma and 4 years of experience

#### **Programmer / Web Developer 1:**

**Functional Responsibilities:** Develops, programs and maintains front end and/or back end of websites and applications. Architects high performance and scalable solutions across all platforms and coding languages. Knowledge of multiple programming languages, software programs and Web applications.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 2 years of experience

#### **Programmer / Web Developer 2:**

**Functional Responsibilities:** Serves as team lead and develops, programs and maintains front end and/or back end of websites and applications. Architects high performance and scalable solutions across all platforms and coding languages. Knowledge of multiple programming languages, software programs and Web applications.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 2 years of experience

#### **Technical Writer 1:**

**Functional Responsibilities:** Creates copy for internal and external technical communications based on guidance from Technical Writer 2 and other management staff. Works in a high demand, fast-paced environment. Develops concepts and writes copy for digital and traditional products such as newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets and online delivery including Web site content.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Technical Writer 2:**

Functional Responsibilities: Determines requirements and creates copy for internal and external technical communications. Works in a high demand, fast-paced environment. Develops concepts and writes copy for digital and traditional products including newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets and online delivery including Web site content. Manages the team's execution of their tasks.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**Writer 1:**

Functional Responsibilities: Creates copy for digital and traditional communications. Develops concepts and writes copy for products such as newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads and online delivery including Web site content.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 4 years of experience

**Writer 2:**

Functional Responsibilities: Creates copy for digital and traditional communications. Develops concepts and writes copy for products such as newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads and online delivery including Web site content.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Writer 3:**

Functional Responsibilities: Determines requirements and creates copy for digital and traditional communications. Works in a high demand, fast-paced environment. Develops concepts and writes copy for products such as newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads and online delivery including web site content. Manages other writers in the execution of their tasks.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**ODCs / Product Category Descriptions for SIN 541-1000/RC:**

- CD-ROM production – design, copy, reproduce and distribute
- Conference planning services – full life cycle planning and execution of in-person and online conferences ranging in duration from one hour to multiple days with audiences ranging from 10 people to over 100,000: including venue negotiation; support contracts, such as audio visual, beverage, food, entertainment, travel, negotiation; online and print marketing and promotion including design and reproduction; onsite management and support; and evaluation planning, execution and reporting (pricing does not include venue, audio visual, beverage, food, entertainment and travel payment)
- Conference products – online and print marketing and promotion including design and reproduction; conference products, such as books, brochures, broadcasts, social media, websites, tracking systems, design, execution and production
- Domain registration – planning, identification of and domain registration of social media and websites
- Express delivery / mailing – delivery of package via expedited shipping and/or delivery
- Fabrication / printing (output) – development of camera-ready or equivalent fabrication/print-ready products (output)
- Folder development – design of two-panel folder with up to two pockets prepared for print-ready production
- Folder, magazine and newspaper ads development – design, writing and creation of print-ready print advertising up to 8.5" x 11" sizing, excluding costs for ad placement
- Location map usage with modifications – fabrication of venue location map with up to 50 percent modifications, excluding printing/production
- Mailing support – organization of mass mailing for up to 2500 pieces, exclusive of purchase of stamps
- Media placement – identification and placement of a print/radio/social media site, assuming rights have been waived and are excluded from placement support
- Planning exhibit space – design and planning of exhibit space, excluding production of any designed and/or manufactured pieces to support the space, execution is excluded
- Printing output – preparation of camera-ready/print-ready files, excluding production
- Printing and installation – up to four-color printing of a product for installation via hanging
- Purchase of ad space – purchase of online/print ad space
- Purchase of Arbitron data or similar data services – identification and purchase of data to inform decision making
- Purchase of java scripting – purchase of java scripting expertise to develop online products
- Purchase of research data – identification and purchase of data to inform decision making
- Purchase of survey research software – identification and purchase of survey research software such as SAS and SPSS

- Rental of focus group facility including audio, video, food – rental of facility to accommodate up to 12 focus group participants and one moderator, audio and video recording for up to a one hour session; and beverage/food for participants in compliance with federal regulations and rules
- Slides scanning – scanning of up to 25 slides and creation of PDF document
- Website development – design and production of up to a 10 page website using standard web design and coding and excluding audio/video, social media feeds, photography and pop ups

***DAI Solutions was also awarded SINs 874-1/RC, 874-4/RC, & 874-7/RC. The following describes our services:***

***SIN 874-1/RC: Integrated Consulting Services***

Services include management and strategy consulting, facilitation, survey services, and advisory and assistance services in accordance with FAR 37.203.

***SIN 874-4/RC: Training Services***

Services include both off-the-shelf courses and custom designed training programs, developed to achieve specific performance objectives that are derived through a comprehensive and accurate training needs analysis. DAI's approach is based on the Instructional Systems Design (ISD) process, and we employ the spectrum of educational technologies including traditional classroom techniques, programmed instruction, interactive multimedia, computer-based training (CBT), web-based training (WBT), simulation and gaming.

***SIN 874-7/RC: Integrated Business Program Support Services***

Services include project management and program management, i.e., the planning, initiating, managing, executing, and closing out of mission-oriented business programs and projects. This includes project leadership and communications with stakeholders; planning and scheduling; project performance monitoring and management; reporting and documentation associated with project objectives; stakeholder briefings and meetings; program integration services; and project close-out services.

DAI Solutions Labor Rates under SIN 874-1/RC & SIN 874-7/RC:

Labor Category	Year 1	Year 2	Year 3	Year 4	Year 5
	02/03/2015- 02/02/2016	02/03/2016- 02/02/2017	02/03/2017- 02/02/2018	02/03/2018- 02/02/2019	02/03/2019- 02/02/2020
Analyst 1	\$82.52	\$84.79	\$87.12	\$89.52	\$91.98
Analyst 2	\$115.98	\$119.17	\$122.45	\$125.81	\$129.27
Consultant 1	\$71.36	\$73.32	\$75.34	\$77.41	\$79.54
Consultant 2	\$115.98	\$119.17	\$122.45	\$125.81	\$129.27
Consultant 3	\$224.28	\$230.45	\$236.79	\$243.30	\$249.99

Copywriter 1	\$57.51	\$59.09	\$60.72	\$62.39	\$64.10
Creative Director	\$151.69	\$155.86	\$160.15	\$164.55	\$169.08
Editor 1	\$77.02	\$79.14	\$81.31	\$83.55	\$85.85
Editor 2	\$117.25	\$120.47	\$123.79	\$127.19	\$130.69
Editor 3	\$143.04	\$146.97	\$151.02	\$155.17	\$159.44
Graphic Artist	\$71.37	\$73.33	\$75.35	\$77.42	\$79.55
Instructional Systems Designer 1	\$115.98	\$119.17	\$122.45	\$125.81	\$129.27
Instructional Systems Designer 2	\$151.69	\$155.86	\$160.15	\$164.55	\$169.08
Instructor 1	\$151.69	\$155.86	\$160.15	\$164.55	\$169.08
Instructor 2	\$223.03	\$229.16	\$235.47	\$241.94	\$248.59
Project Director	\$251.73	\$258.65	\$265.77	\$273.07	\$280.58
Project Manager 1	\$179.73	\$184.67	\$189.75	\$194.97	\$200.33
Project Manager 2	\$210.35	\$216.13	\$222.08	\$228.19	\$234.46
Quality Assurance Specialist	\$62.46	\$64.18	\$65.94	\$67.76	\$69.62
Subject Matter Expert 1	\$223.03	\$229.16	\$235.47	\$241.94	\$248.59
Subject Matter Expert 2	\$277.31	\$284.94	\$292.77	\$300.82	\$309.10
Technical Writer 1	\$110.03	\$113.06	\$116.16	\$119.36	\$122.64
Technical Writer 2	\$137.53	\$141.31	\$145.20	\$149.19	\$153.29
Training Planner / Coordinator	\$71.36	\$73.32	\$75.34	\$77.41	\$79.54
Writer 1	\$96.55	\$99.21	\$101.93	\$104.74	\$107.62
Writer 2	\$124.15	\$127.56	\$131.07	\$134.68	\$138.38
Writer 3	\$137.93	\$141.72	\$145.62	\$149.63	\$153.74

**DAI Solutions Labor Rates under SIN 874-4/RC:**

Labor Category	Year 1	Year 2	Year 3	Year 4	Year 5
	02/03/2015-02/02/2016	02/03/2016-02/02/2017	02/03/2017-02/02/2018	02/03/2018-02/02/2019	02/03/2019-02/02/2020
Analyst 1	\$82.52	\$84.79	\$87.12	\$89.52	\$91.98
Consultant 1	\$71.36	\$73.32	\$75.34	\$77.41	\$79.54
Consultant 2	\$115.98	\$119.17	\$122.45	\$125.81	\$129.27
Consultant 3	\$224.28	\$230.45	\$236.79	\$243.30	\$249.99
Copywriter 1	\$57.51	\$59.09	\$60.72	\$62.39	\$64.10
Editor 1	\$77.02	\$79.14	\$81.31	\$83.55	\$85.85
Editor 2	\$117.25	\$120.47	\$123.79	\$127.19	\$130.69
Editor 3	\$143.04	\$146.97	\$151.02	\$155.17	\$159.44
Instructional Systems Designer 1	\$115.98	\$119.17	\$122.45	\$125.81	\$129.27
Instructional Systems Designer 2	\$151.69	\$155.86	\$160.15	\$164.55	\$169.08
Project Director	\$251.73	\$258.65	\$265.77	\$273.07	\$280.58
Project Manager 1	\$179.73	\$184.67	\$189.75	\$194.97	\$200.33

Project Manager 2	\$210.35	\$216.13	\$222.08	\$228.19	\$234.46
Subject Matter Expert 1	\$223.03	\$229.16	\$235.47	\$241.94	\$248.59
Technical Writer 1	\$110.03	\$113.06	\$116.16	\$119.36	\$122.64
Technical Writer 2	\$137.53	\$141.31	\$145.20	\$149.19	\$153.29
Writer 1	\$96.55	\$99.21	\$101.93	\$104.74	\$107.62
Writer 2	\$124.15	\$127.56	\$131.07	\$134.68	\$138.38
Writer 3	\$137.93	\$141.72	\$145.62	\$149.63	\$153.74

## Labor Category Descriptions

Below are labor category descriptions for 874-1/RC, 874-4/RC, & 874-7/RC.

### Analyst 1:

Functional Responsibilities: Performs varied analytical functions, as needed, including analysis of business processes and structures and cataloging and abstracting documents. Has excellent research, presentation preparation, and writing skills. Works in a fast-paced environment and performs independently and as a team player. Accomplishes the analysis of projects in a timely fashion.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 4 years of experience

### Analyst 2:

Functional Responsibilities: Performs varied analyst functions, as needed, including analysis of business processes and survey data. Accomplishes survey tasks in a timely fashion.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

### Consultant 1:

Functional Responsibilities: Performs varied analytical and consulting functions. Works as a team player and supports the completion of analysis projects in a timely manner.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 2 years of experience

**Consultant 2:**

Functional Responsibilities: Performs varied analytical and consulting functions, as needed, including analysis of business processes and structures and cataloging and abstracting documents. This person has excellent research, presentation preparation, and writing skills. Works in a fast-paced environment and performs independently, as well as a team player. Accomplishes the analysis for a project in a timely fashion.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Consultant 3:**

Functional Responsibilities: Is responsible for successful delivery of projects through detailed project planning, scheduling, and costing. Leads and guides teams of specialists, analysts, and support staff. Maintains detailed project plans, monitors work performed to ensure project stays on schedule, and reports progress of project to the Project Director on an ongoing basis. Develops process flow diagrams and business requirement specifications. Addresses immediate and long-term solutions to project related issues.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 10 years
- Substitution: High School Diploma and 4 years of experience

**Copywriter 1:**

Functional Responsibilities: Develops copy for both internal and external communications to include: newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Web site content.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 2 years of experience

**Creative Director:**

Functional Responsibilities: Directs the conception and development of graphic and artistic materials for projects. Sets and manages creative project budgets and timelines, supervises staff of creative professionals through execution of digital and traditional products. Keeps current with new and emerging graphic capabilities and concepts and advises on their use when appropriate.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 8 years

- Substitution: High School Diploma and 4 years of experience

**Editor 1:**

Functional Responsibilities: Supports all editing assignments, for both internal and external communications to include: newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Web site content.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 4 years of experience

**Editor 2:**

Functional Responsibilities: Edits internal and external communications to include: newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Website content.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Editor 3:**

Functional Responsibilities: Determines requirements and edits internal and external communications produced by a variety of staff members to include proposal writers. Coordinates editing activities for all on-staff editors for publications to include: newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Web site content. Manages other editors in the execution of their tasks.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**Graphic Artist:**

Functional Responsibilities: Designs and creates graphic and artistic materials for projects. Is able to follow time restraints and budgets in the development of products for video, print, broadcast, teleconferencing and electronic media. Works closely with project team to maintain theme and overall design. Keeps current with new and emerging graphic capabilities and concepts and advises on their use when appropriate.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years

- Substitution: High School Diploma and 2 years of experience

**Instructional Systems Designer 1:**

Functional Responsibilities: Designs, develops, implements, and evaluates training solutions. Contributes to and/or conducts a Needs analysis and front-end analysis. Creates plans of instruction, storyboards and design documents for projects. Develops job aids, instructor-led course materials, web-based training, virtual instructor-led training, videos, and other forms of training and distance learning. Creates Kirkpatrick Level I and Level II training evaluations. Prepares for and participates in focus groups or any other type of requirement gathering sessions with a client. Participates in every facet of the ISD process.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 4 years of experience

**Instructional Systems Designer 2:**

Functional Responsibilities: Designs, develops, plans and organizes complex training solutions, leads needs analysis, job/task analysis and front-end analysis. Leads or creates plans of instruction, storyboards, and, design documents for projects. Leads or creates job aids, instructor-led course materials, web-based training, virtual instructor-led training, videos, and other forms of training and distance learning. Reviews all training related deliverables created by others. Creates Kirkpatrick Level I and Level II training evaluations and evaluates materials developed by others. Leads focus groups or any other type of requirement gathering sessions with a client. Participates or leads in every facet of the ISD process. Ensures compliance with SCORM, 508 and other regulations and standards for all electronic components. Reviews products throughout analysis, design and development for adherence to style guidelines, writing standards and course/task flow. Provides guidance to Instructional Systems Designer 1.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Instructor 1:**

Functional Responsibilities: Responsible for conducting individual, small group and full class exercises. Runs games and simulations, develops relationships among learners, and conducts informal and formal evaluations of learner success. Trains personnel by conducting and supporting formal classroom courses, workshops, seminars, desktop-to-desktop sessions, individual or group on-the-job training and virtual training activities.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Instructor 2:**

Functional Responsibilities: Responsible for delivering instructional content for client organizations in a classroom or alternative learning environment, such as virtual learning environment. Employs multiple training delivery methodologies to meet project-specific requirements, such as lecture, case study, gaming, simulation and facilitated discussion. Leverages considerable instructional skills training and implements adult learning theories into interactive, participant-centered methodologies.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**Project Director:**

Functional Responsibilities: Serves as lead on project activities and has responsibility for directing project strategy, assigning project staff, and overall direction of projects. Interfaces with clients, business partners, and professional organizations in order to enhance project products. Prepares formal and informal presentations. Monitors project budgets and expenditures and reports management issues that need corporate attention.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 15 years
- Substitution: High School Diploma and 4 years of experience

**Project Manager 1:**

Functional Responsibilities: Is responsible for successful delivery of projects through detailed project planning, scheduling and costing. Leads and guides teams of specialists, analysts and support staff. Maintains detailed project plans, monitors work performed to ensure project stays on schedule and reports progress of project to the program manager on an ongoing basis. Addresses immediate and long-term solutions to project related issues.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Project Manager 2:**

Functional Responsibilities: Serves as lead on project activities and has responsibility for directing project strategy, assigning project staff, and overall direction of projects. Interfaces with clients, business partners and professional organizations in order to enhance project products. Prepares formal and informal presentations. Monitors project budgets and expenditures and reports management issues that need corporate attention.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**Quality Assurance Specialist:**

Functional Responsibilities: Ensures that deliverables meet the quality requirements that are defined and agreed upon in collaboration with the client. Conducts comprehensive and efficient testing of learning and performance support solutions against predefined requirements and guidelines, including testing material for compliance with Section 508 of the Federal Rehabilitation Act and client-specific requirements, such as reduced reading level, or style or language standards. Coordinates with cross-functional teams throughout the project life cycle to establish and implement quality standards and effectively and efficiently resolve issues while ensuring the highest quality work. Ensures the comprehensive integration of client feedback into courseware and other products. Performs technical review and editing of paper-based materials and presentations.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 4 years of experience

**Subject Matter Expert 1:**

Functional Responsibilities: Has extensive experience with a specific field and in depth knowledge of concepts, practices and procedures. Helps to implement and support initiatives, policies, strategies, practices and projects. Acts as a recognized expert in their field and utilizes expertise to support the development of solutions. Utilizes expertise to develop technical and/or business solutions to client problems. High level of industry experience related to a specific skill set.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 10 years
- Substitution: High School Diploma and 4 years of experience

**Subject Matter Expert 2:**

Functional Responsibilities: Has extensive experience with a specific field and in depth knowledge of concepts, practices and procedures. Helps to implement and support initiatives, policies, strategies, practices and projects. Acts as a recognized expert in their field and utilizes expertise to support the development of solutions. Utilizes expertise to develop technical and/or business solutions to client problems. High level of industry experience related to a specific skill set.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 15 years
- Substitution: High School Diploma and 4 years of experience

**Technical Writer 1:**

Functional Responsibilities: Creates copy for internal and external technical communications based on guidance from Technical Writer 2 and other management staff. Works in a high demand, fast-paced environment. Develops concepts and writes copy for newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Web site content.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Technical Writer 2:**

Functional Responsibilities: Determines requirements and creates copy for internal and external technical communications. Works in a high demand, fast-paced environment. Develops concepts and writes copy for newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Web site content. Manages other Writers in the execution of their tasks.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**Training Planner / Coordinator:**

Functional Responsibilities: Plans and coordinates training and management projects to include; documentation planning, program management support, meeting and event planning and administration, records administration, and data management. Plans and coordinates training schedule activities, manages enrollment for instructor led and web-based training, and ensures participants are notified of the correct room location, date and time; and ensures that materials are delivered and properly set up, equipment is available and operational, and rosters are prepared.

- Education: Associate's Degree (or 2 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 2 years of experience

**Writer 1:**

Functional Responsibilities: Creates copy for internal and external communications based on guidance from other writers. Based on guidance, develops concepts and writes copy for newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Web site content.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 2 years
- Substitution: High School Diploma and 4 years of experience

**Writer 2:**

Functional Responsibilities: Creates copy for internal and external communications based on guidance from Senior Writer and other management staff. Works in a high demand, fast-paced environment. Develops concepts and writes copy for newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Web site content.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 4 years
- Substitution: High School Diploma and 4 years of experience

**Writer 3:**

Functional Responsibilities: Determines requirements and creates copy for internal and external communications. Works in a high demand, fast-paced environment. Develops concepts and writes copy for newsletters, press releases, brochures, TV and radio announcements, direct mail pieces, print ads, external print outlets, and online delivery including Web site content. Manages other Writers in the execution of their tasks.

- Education: Bachelor's Degree (or 4 years of experience in lieu of degree)
- Minimum Years of Experience (with degree): 6 years
- Substitution: High School Diploma and 4 years of experience

**Equivalent Experience Requirement for Labor Categories:**

Two years of relevant work experience can be substituted in lieu of an Associate's degree.

Four years of relevant work experience can be substituted in lieu of a Bachelor's degree.

***How to reach us...***

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