



## **General Services Administration**

### ***Federal Supply Service***

Authorized Federal Supply Schedule Price List

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!**<sup>TM</sup>, a menu-driven database system. The INTERNET address for **GSA Advantage!**<sup>TM</sup> is: <http://www.GSAAdvantage.gov>.

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

*FSC Group: 874; FSC Class 8742*

### ***Contract No. GS-23F-8096H***

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at [fss.gsa.gov](http://fss.gsa.gov)

***Contract Period: January 22, 1998 through September 30, 2012***

***Pricelist current through Modification #9, dated November 13, 2007***

CNA  
4825 Mark Center Drive, Alexandria, VA 22311  
Website: <http://www.cna.org>  
Business Point of Contact: Steve Broyhill: 703-824-2936 (Primary)  
Contractual Point of Contact: Michael Murphy: 703-824-2021 (Secondary)  
Toll Free: 800-344-0007 ext. 2936  
Email address for all correspondence: [gsa@cna.org](mailto:gsa@cna.org)

***Business Size: Large***

**TABLE OF CONTENTS**

**1.0 CUSTOMER INFORMATION.....2**

**2.0 INTRODUCTION OF SERVICES .....4**

2.1 SIN 874-1 - CONSULTATION SERVICES .....4

2.2 SIN 874-2 - FACILITATION SERVICES .....5

2.3 SIN 874-3 - SURVEY SERVICES .....5

**3.0 CNA LABOR CATEGORY DESCRIPTIONS .....7**

**4.0 CNA MOBIS RATES .....12**

**1.0 CUSTOMER INFORMATION:**

1a. Table of Awarded Special Item Numbers:

<b>SIN Number:</b>	<b>Description:</b>	<b>Page Number:</b>
874-1	Consulnsulting Services	3
874-2	Facilitation Services	4
874-3	Survey Services	5-6

1b. **Lowest priced Labor Category within each SIN:**

<b>SIN</b>	<b>Labor Category</b>	<b>GSA Hourly Rate</b>
<b>874-1, 874-2, 874-3</b>	Interviewer	\$32.16

1c. Labor category descriptions can be found beginning on Page 7.

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

3. Minimum Order: \$300

4. Geographic Coverage: Unlimited

5. Points of Production: N/A

6. Prices Shown Are Net – Discounts have been applied.

7. Quantity discounts: N/A

8. Prompt payment terms: Net 30

9a. CNA will accept Government purchase cards below the micropurchase threshold.

9b. CNA will accept Government purchase cards above the micropurchase threshold.

10. Foreign Items: None

11a. Time of Delivery: Specified on Delivery Order Terms.

11b. Expedited Delivery: N/A

11c. Overnight and 2-day Delivery: N/A

11d. Urgent Requirements: N/A

12. F.O.B. Point(s): Destination

13a. **Ordering Address:**

The CNA Corporation  
 4825 Mark Center Drive  
 Alexandria, VA 22311

13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), are found in the Federal Acquisition Regulation (FAR) at 8.405-3.

14. **Payment Address:**

The CNA Corporation  
 c/o PNC Bank N/A  
 Dept. 0661  
 Washington, DC 20073-0661

15. Warranty Provision: N/A
16. Export Packing Charges: N/A
17. Terms and Conditions of Government Commercial Credit Card Acceptance: N/A
18. Terms and conditions of rental, maintenance, and repair (if applicable): N/A
19. Terms and conditions of installation (if applicable): N/A
20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A
- 20a. Terms and conditions for any other services (if applicable): N/A
21. List of service and distribution points (if applicable): N/A
22. List of participating dealers (if applicable): N/A
23. Preventive maintenance (if applicable): N/A
- 24a. Special attributes such as environmental attributes, (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A
- 24b. Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services. The EIT standards can be found at: [www.Section508.gov/](http://www.Section508.gov/).
25. Data Universal Numbering System (DUNS) number: **62-2051969**
26. The CNA Corporation is registered in the Central Contractor Registration database.
27. Uncompensated Overtime: N/A

## 2.0 INTRODUCTION OF SERVICES

The CNA Corporation links analytical conclusions to practical recommendations, which help today's decision-makers keep pace in a changing world. Building on a legacy of trust and a reputation for innovation, we are determined to make a difference by working on critical issues that will shape our future. Our clients value our ability to see the big picture. Drawing on a large, multi-disciplined staff, we create crosscutting teams that are able to view the whole problem, the whole system, and the whole organization. Our multi-faceted approach allows us to analyze an issue from the initial inputs to the current outcomes and provide useful recommendations for the client based on their goals and objectives. At CNA, we know that each client and each challenge is unique. We go where our clients go. We talk to their people, work closely with them, and get to know their concerns on the issues they face. CNA has provided services to the Department of Health and Human Services, Department of Education, Federal Aviation Administration, Department of Justice, the Veteran's Health Administration and the Department of Navy.

The following sections describe the services we offer by Special Item Number (SIN), and describe how these services support management, organizational, and business improvement.

### 2.1 SIN 874-1 - Consultation Services

Our customers typically approach us on issues at a senior management level. After understanding the senior manager's issues and concerns, our next step is usually to analyze our customer at the operational level. We address issues from the bottom up and provide recommendations based on facts that are grounded in today's operations. For example, we send our analysts to work in the customer's environment, which gives them an insider's view of issues, connects us to the real world, and sets us apart from other consulting service organizations.

At the CNA Corporation, our mission is to help our customers:

- Improve leadership
- Improve business processes
- Develop or improve strategies and long-range plans
- Improve operational processes
- Apply technology to improve information management and decision-making ability
- Improve work force, performance, management, and the supporting infrastructure
- Create a customer focus
- Improve business results

We provide consultation services through five broad categories of support.

**Strategic Planning.** We assist our customers by assessing the current environment, identifying and defining goals, prioritizing and selecting critical goals, and developing plans to achieve those goals in a cost effect manner. We also offer extensive experience in strategic sourcing analysis and recommendations.

**Business Process Reengineering and Improvement.** We provide the methodology and tools to support our customers as they work to improve their operations. CNA uses state-of-the-art tools for process modeling, simulation, and activity-based costing in tactical and non-tactical areas. Additionally, our subject matter experts provide a rich resource of experience and ideas to support customers as they improve business operations.

**Information Analysis and Technology Application.** We integrate agency-level information technology programs with overall Government policy and help our customers apply new information technologies to their best advantage.

**Work Force and Infrastructure Management.** We assess organizational structures from the top down. CNA analyzes how work and job design promote high performance and contribute to job satisfaction. We also analyze the effectiveness of management and how the goals of the organization are communicated and supported.

**Operational Assessments.** We apply performance measurements to align operations with an organization's priorities and goals. We measure performance with quantitative results obtained from analysis of processes, products, and services. CNA offers sophisticated tools and methods for data collection and analysis.

## 2.2 SIN 874-2 - Facilitation Services

Our facilitation methodology is a proven approach and we use it to lead teams of business and technical experts to analyze, design, and integrate solutions. Our methodology is fast, structured yet flexible, cost effective, and quality based, and consists of six phases:

- Organization
- Preparation
- Teamwork
- Synthesis
- Quality Assurance
- Progression

We provide facilitation services through nine categories of support.

**Business Process Reengineering.** CNA facilitates the reengineering of our customers' core business processes, including customer acquisition and retention, product provisioning, administrative processes, and infrastructure processes.

**Process Improvement Teams.** Facilitation of process improvement is one of our specialties. We are particularly adept at facilitating teams consisting of representatives from different types of employees (e.g., technical, administrative, or management).

**Planning Teams.** We facilitate organizations in the periodic reassessment of their strategic and tactical plans. We also facilitate planning teams that may examine the corporate relocation of customer products or services.

**Problem Solving Teams and Task Forces.** CNA facilitates teams and task forces that are formed for a specific purpose, generally to solve a problem critical to the business.

**Large and Small Group Briefings and Discussions.** When our customers want to bring together groups for interactive sessions, they often use our facilitation services to ensure productivity.

**Focus Groups.** We facilitate focus groups assembled for research purposes. We apply a variety of research techniques to ensure the accuracy and completeness of data capture.

**Application Design Teams.** We facilitate joint application design (JAD) cross functional teams formed to identify the requirements for and design of information systems.

**Cross-Functional and Multi-Organization Teams.** CNA facilitates teams that involve multiple companies and multiple organizations within those companies.

**Self-Directed Work Teams.** Self-directed work teams benefit from facilitation during their early phases. We provide training and facilitation to organize self-directed teams and then facilitate the teams during operation.

## 2.3 SIN 874-3 - Survey Services

Our survey services are designed to answer the key research questions in ways directly useful to the researcher. We employ a structured, repeatable survey methodology that has been proven among numerous customers with widely varying requirements. Our survey methodology consists of nine steps:

- Analysis Plan
- Project Plan
- Sample Selection
- Instrumentation
- Pretesting
- Analysis

- Reporting
- Data Collection
- Follow Through

We provide survey services through 10 categories of support.

**Planning Survey Design.** We help our customers by planning the survey design taking into account the specific requirements and constraints associated with the population to be surveyed and the data to be assessed.

**Sampling.** CNA performs sampling to help ensure the integrity of the survey design, the target population, and the desired data.

**Survey Development.** We develop a variety of surveys, including paper, self-administered questionnaires, computer assisted surveys, web based surveys, telephone surveys, and individual interviews.

**Pretest/Pilot Surveying.** We perform pretest/and pilot surveying to help optimize research design and identify any potential problem areas while there is time to correct them.

**Assessing Reliability and Validity.** CNA applies a variety of research methods and tools, including both classical and modern item response theoretic (IRT) methods to assess the reliability and validity of data.

**Administering Surveys.** We administer surveys at the local, regional, and national levels across large and small populations.

**Database Administration.** To support our survey services, CNA provides database administration to capture, retrieve, and analyze data.

**Analyses of qualitative and quantitative survey data.** As an analytical company, we have a wealth of research analysts that are highly skilled in performing analyses of qualitative and quantitative survey data.

**Preparation and Production of Analytic Reports.** CNA prepares and produces analytic reports for different types of customers who require a variety of presentation formats and standards. Many of the reports that we prepare are distributed to senior levels of the Federal Government and to the public.

**Assistance with Action Planning and Implementation.** We offer ongoing support services to our customers to respond to inquiries, assist with action planning, provide ad hoc support, and assist with implementation and decision making.

3.0 CNA Labor Category Descriptions

LABOR CATEGORY	EDUCATION	EXPERIENCE	FUNCTIONAL RESPONSIBILITY
Administrative Support	High School Diploma	0 – BS/BA 0 – HS Diploma	Provide clerical and secretarial support services, such as travel arrangements, project reporting, scheduling, supply ordering, messaging, word processing, and photocopying.
Analyst PhD/MS/MA	BS/BA in Economics, Sociology, Psychology, Engineering, Operations Research, or related scientific or technical fields, or four years additional relevant experience with no degree	0 – PhD 2 – MS/MA 4 – BS/BA 8 – No degree	Provides analytical support in areas such as policy formulation or analysis, program evaluation and assessment, strategic and business planning, and operations research and analysis. May make recommendations for policy, program, or process improvements.
Business Analyst	PhD/MBA/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree	0 – PhD 2 – MBA/MS/MA 4 – BS/BA 8 – No degree	Performs studies, analyses & evaluations related to business processes & organizations, such as requirements analyses, feasibility studies, surveys, performance assessments, business process improvement initiatives, cost benefit analyses, or strategic planning. Investigates best practices.
Data Preparation Clerk	High School Diploma	0 – BS/BA 0 – HS Diploma	Provides administrative support process, progress reporting & maintenance of projects. Provides assistance in communications with external customers and project team members. Creates & disseminates various communications & reports. Maintains databases. Prepares summaries for tracking & monitoring budgets. Coordinate & facilitate workshops, meetings, travel & event logistics as required
Data Preparation Supervisor	High School Diploma	0 – BS/BA 0 – HS Diploma	Supervise the administrative data preparation and clerical staff of one or more projects.
Director Ph	D/MBA/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree	6 – PhD 8 – MBA/MS/MA 10 – BS/BA 14 – No degree	Generally leads a business practice or technical service area providing management or technical guidance, assigning staff, and reviewing and approving work products. Alternatively, may be a senior specialist with recognized expertise in a specific discipline.
Document Specialist	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 2 – BS/BA 0 – No degree	Works with the Editor and Graphic Designer to ensure consistency with CNA standards in document production for each client project. Communicates with internal and external customers regarding the best product presentation and format. Determines “best methods” for

LABOR CATEGORY	EDUCATION	EXPERIENCE	FUNCTIONAL RESPONSIBILITY
			receiving data and graphic files in multiple formats from numerous team members, both internal & external. Maintains document version control; releases versions as required in applications necessary for team review. Maintains a template & document file.
Facilitator 1	PhD/MBA/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree	2 – PhD 4 – MBA/MS/MA 6 – BS/BA 10 – No degree	Manage meeting facilitation efforts, including the planning & design of the meeting, the agenda, the recording of meetings, the analysis of data and the final report. May lead group, provide meeting leadership and problem solving techniques.
Facilitator 2	PhD/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree.	2 – PhD 4 – MS/MA 6 – BS/BA 10 – No degree	Develop meeting agendas & materials, provide meeting leadership & problem solving techniques, record meetings, analyze data and prepare final report.
Functional Specialist	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 2 – MBA/MS/MA 4 – BS/BA 8 – No degree	Subject matter specialist in a particular technical or scientific discipline. Applies subject matter knowledge in the analysis of customer programs, survey data, performance measurement, or business processes. May make recommendations for program or process improvements.
Interviewer	High School Diploma	0 – BS/BA 0 – HS Diploma	Arrange interviews; provide an introduction to the interview and its subject; ask questions via a set script of questions in an organized and clear way; record interview responses on forms or computer; conduct interviews over the phone; maintain accurate and detailed records
Junior Analyst	PhD/MS/MA/BS/BA in Economics, Sociology, Psychology, Engineering, Operations Research, or related scientific or technical fields, or four years additional relevant experience with no degree	0 – PhD 0 – MS/MA 2 – BS/BA 6 – No degree	Assists with analytical support in areas such as policy formulation or analysis, program evaluation and assessment, strategic and business planning, and operations research and analysis.
Junior Business Analyst	PhD/MBA/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 2 – BS/BA 6 – No degree	Assists with studies, analyses & evaluations related to business processes & organizations, such as requirements analyses, feasibility studies, surveys, performance assessments, business process improvement initiatives, cost/benefit analyses or strategic planning. Under direction, performs research & conducts literature reviews.

LABOR CATEGORY	EDUCATION	EXPERIENCE	FUNCTIONAL RESPONSIBILITY
Junior Functional Specialist	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 2 – BS/BA 6 – No degree	Academic training or on the job experience in a particular technical or scientific discipline. Supports the analysis of customer programs, survey data, performance measurement, or business processes. Under direction, may perform research, data collection, cost benefit analysis, editing, or literature or regulation reviews.
Principal Analyst	PhD/MS/MA/BS/BA in Economics, Sociology, Psychology, Engineering, Operations Research, or related scientific or technical fields, or four years additional relevant experience with no degree	4 – PhD 6 – MS/MA 8 – BS/BA 12 – No degree	Serves as a senior analytical resource on a task. Provides guidance in any of the following: analysis, policy, strategic and business planning, survey design and analysis, performance measurement, operations, or data collection. May provide insight into the business or technical discipline under evaluation. May serve as a Principal Investigator or direct the activities of less experienced staff members.
Principal Functional Specialist	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	4 – PhD 6 – MS/MA 8 – BS/BA 12 – No degree	Highly skilled subject matter expert in a particular technical or scientific discipline. May provide analyses of customer programs, survey data, performance measurement, or business processes, or formulate recommendations for program or process improvements.
Program Manager	PhD/MBA/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree	4 – PhD 6 – MBA/MS/MA 8 – BS/BA 12 – No degree	Generally manages larger or more complex projects within a business practice or technical service area, or multiple tasks. Assigns and supervises staff, reviews and approves work products, and serves as primary project point-of-contact with the customer. Alternatively, may be a senior specialist in a specific discipline with recognized expertise.
Programmer	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 0 – BS/BA 4 – No degree	Encodes, tests, debugs, and documents programs on large-scale, complex projects. Work with end-users to translate their business requirements into technical specifications. Assist in the selection of appropriate development and data manipulation technologies and tools. Develop testing routines and test all application code. Debug applications. Document applications under development.
Project Director	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	2 – PhD 4 – MS/MA 6 – BS/BA 10 – No degree	Oversees project, assigns personnel, develops schedule and implementation plan. Meets with project team and customer as necessary.

LABOR CATEGORY	EDUCATION	EXPERIENCE	FUNCTIONAL RESPONSIBILITY
Project Leader	PhD/MBA/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree	2 – PhD 4 – MBA/MS/MA 6 – BS/BA 10 – No degree	Manages individual projects or tasks, or specific components of larger, more complex projects. Supervises staff and reviews and approves work products. May serve as primary project point-of-contact with the customer.
Recorder/Analyst	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 2 – MBA/MS/MA 4 – BS/BA 8 – No degree	Records, interprets & analyzes customer requirements related to the successful performance of the project.
Research/ Technical/ Assistant	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 0 – BS/BA 4 – No degree	Entry level position for college graduate in a technical, scientific, or functional discipline or for non-degreed individuals with relevant experience.
Research Associate	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 0 – BS/BA 4 – No degree	Entry level position for recent college graduates in a technical, scientific, or functional discipline or for non-degreed individuals with four or more years of relevant on-the-job experience. Degreed individuals generally have some work experience or additional relevant training.
Secretary/ Clerical/ Technician	High School Diploma	0 – BS/BA 0 – HS Diploma	Provides administrative, clerical & secretarial support services, such as travel arrangements, administrative reporting, scheduling, supply ordering, messaging, word processing & photocopying.
Senior Analyst	PhD/MS/MA/BS/BA in Economics, Sociology, Psychology, Engineering, Operations Research, or related scientific or technical fields, or four years additional relevant experience with no degree	2 – PhD 4 – MS/MA 6 – BS/BA 10 – No degree	Provides analytical support in areas such as policy formulation or analysis, program evaluation and assessment, strategic and business planning, and operations research and analysis. May provide insight into the business or technical discipline under evaluation. May direct the activities of less experienced staff members.
Senior Business Analyst	PhD/MBA/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree	2 – PhD 4 – MBA/MS/MA 6 – BS/BA 10 – No degree	Performs studies, analyses, and evaluations related to business processes and organizations, such as requirements analyses, feasibility studies, surveys, performance assessments, business process improvement initiatives, cost/benefit analyses, or strategic planning. Leverages knowledge of best practices.
Senior Functional Specialist	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	2 – PhD 4 – MS/MA 6 – BS/BA 10 – No degree	Subject matter expert in a particular technical or scientific discipline. Leverages subject matter expertise into analyses of customer programs, survey data, performance

LABOR CATEGORY	EDUCATION	EXPERIENCE	FUNCTIONAL RESPONSIBILITY
			measurement or business processes, or makes recommendations for program or process improvements.
Senior Programmer	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 2 – BS/BA 6 – No degree	Encodes, tests, debugs, and documents programs on large-scale, complex projects. Revises and updates programs and documentation as required. Work with end-users to translate their business requirements into technical specifications. Select appropriate development and data manipulation technologies and tools. Develop testing routines and test all application code. Debug applications. Document applications under development. Ensure that project timelines are met.
Survey Methodologist	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 0 – BS/BA 4 – No degree	Provide technical support related to survey methodology. Work closely with client and project team to develop survey plans. Draft survey proposals and estimate survey project costs. Contribute to questionnaire content and design. Provide methodical input in data analysis and interpretation. Develop survey reports for dissemination. Oversee survey data quality evaluation
Survey Specialist	PhD/MS/MA/BS/BA in technical, scientific, or functional discipline, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 0 – BS/BA 4 – No degree	Develop survey instruments, prepare training materials, and conduct pretests. Manage data collection efforts by training interviewers. Monitor project expenditures and perform project management functions. Participate in qualitative data collection activities such as focus groups and site visits.
Task Leader	PhD/MBA/MS/MA/BS/BA in Business, Management, Operations Research, Engineering, or related scientific or technical fields, or four years additional relevant experience with no degree	0 – PhD 0 – MBA/MS/MA 2 – BS/BA 6 – No degree	Provides technical, administrative, and operational leadership to assigned task(s); supervises assigned staff; performs additional duties as assigned. Participates in the development of technical project plans, proposals, reports, and task order and administrative reporting.

**4.0 CNA Labor Rates**

<b>Labor Category</b>	<b>FY 08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY 11</b>	<b>FY 12</b>
Director	\$ 305.00	\$ 317.20	\$ 329.89	\$ 343.08	\$ 356.81
Program Manager	\$ 229.70	\$ 238.89	\$ 248.45	\$ 258.39	\$ 268.72
Facilitator 1	\$ 217.86	\$ 226.57	\$ 235.64	\$ 245.06	\$ 254.86
Project Leader	\$ 214.27	\$ 222.84	\$ 231.76	\$ 241.03	\$ 250.67
Principal Analyst	\$ 204.76	\$ 212.95	\$ 221.46	\$ 230.32	\$ 239.53
Principal Functional Specialist	\$ 184.87	\$ 192.27	\$ 199.96	\$ 207.95	\$ 216.27
Facilitator 2	\$ 179.47	\$ 186.65	\$ 194.12	\$ 201.88	\$ 209.96
Senior Analyst	\$ 179.47	\$ 186.65	\$ 194.12	\$ 201.88	\$ 209.96
Senior Functional Specialist	\$ 167.73	\$ 174.44	\$ 181.42	\$ 188.67	\$ 196.22
Project Director	\$ 161.83	\$ 168.31	\$ 175.04	\$ 182.04	\$ 189.32
Senior Business Analyst	\$ 158.68	\$ 165.03	\$ 171.63	\$ 178.50	\$ 185.64
Functional Specialist	\$ 145.41	\$ 151.23	\$ 157.28	\$ 163.57	\$ 170.11
Recorder/Analyst	\$ 137.98	\$ 143.50	\$ 149.24	\$ 155.21	\$ 161.41
Analyst	\$ 133.98	\$ 139.34	\$ 144.92	\$ 150.71	\$ 156.74
Survey Methodologist	\$ 125.53	\$ 130.55	\$ 135.77	\$ 141.20	\$ 146.85
Business Analyst	\$ 124.29	\$ 129.26	\$ 134.43	\$ 139.81	\$ 145.40
Junior Functional Specialist	\$ 115.27	\$ 119.88	\$ 124.68	\$ 129.67	\$ 134.85
Senior Programmer	\$ 109.97	\$ 114.37	\$ 118.94	\$ 123.70	\$ 128.65
Junior Analyst	\$ 104.78	\$ 108.97	\$ 113.33	\$ 117.86	\$ 122.58
Junior Business Analyst	\$ 98.05	\$ 101.97	\$ 106.05	\$ 110.29	\$ 114.71
Task Leader	\$ 91.38	\$ 95.04	\$ 98.84	\$ 102.80	\$ 106.91
Research Associate	\$ 89.10	\$ 92.66	\$ 96.37	\$ 100.22	\$ 104.23
Document Specialist	\$ 88.18	\$ 91.71	\$ 95.38	\$ 99.19	\$ 103.16
Survey Specialist	\$ 88.18	\$ 91.71	\$ 95.38	\$ 99.19	\$ 103.16
Research/Technical Assistant	\$ 80.05	\$ 83.25	\$ 86.58	\$ 90.04	\$ 93.65
Programmer	\$ 75.73	\$ 78.76	\$ 81.91	\$ 85.19	\$ 88.60
Secretary/Clerical/Technician	\$ 69.50	\$ 72.28	\$ 75.17	\$ 78.18	\$ 81.31
Administrative Support	\$ 67.89	\$ 70.61	\$ 73.43	\$ 76.37	\$ 79.42
Data Preparation Supervisor	\$ 62.24	\$ 64.73	\$ 67.32	\$ 70.02	\$ 72.82
Data Preparation Clerk	\$ 41.50	\$ 43.16	\$ 44.88	\$ 46.68	\$ 48.54
Interviewer	\$ 32.16	\$ 33.44	\$ 34.78	\$ 36.17	\$ 37.62

<b>Labor Category</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
Director	\$ 371.08	\$ 385.92	\$ 401.36	\$ 417.41	\$ 434.11
Program Manager	\$ 279.47	\$ 290.65	\$ 302.28	\$ 314.37	\$ 326.94
Facilitator 1	\$ 265.06	\$ 275.66	\$ 286.69	\$ 298.16	\$ 310.08
Project Leader	\$ 260.69	\$ 271.12	\$ 281.97	\$ 293.24	\$ 304.97
Principal Analyst	\$ 249.12	\$ 259.08	\$ 269.44	\$ 280.22	\$ 291.43
Principal Functional Specialist	\$ 224.92	\$ 233.92	\$ 243.28	\$ 253.01	\$ 263.13
Facilitator 2	\$ 218.36	\$ 227.09	\$ 236.17	\$ 245.62	\$ 255.45
Senior Analyst	\$ 218.36	\$ 227.09	\$ 236.17	\$ 245.62	\$ 255.45
Senior Functional Specialist	\$ 204.07	\$ 212.23	\$ 220.72	\$ 229.55	\$ 238.73
Project Director	\$ 196.90	\$ 204.77	\$ 212.96	\$ 221.48	\$ 230.34
Senior Business Analyst	\$ 193.06	\$ 200.78	\$ 208.82	\$ 217.17	\$ 225.86
Functional Specialist	\$ 176.92	\$ 183.99	\$ 191.35	\$ 199.01	\$ 206.97
Recorder/Analyst	\$ 167.87	\$ 174.58	\$ 181.57	\$ 188.83	\$ 196.38
Analyst	\$ 163.01	\$ 169.53	\$ 176.31	\$ 183.37	\$ 190.70
Survey Methodologist	\$ 152.72	\$ 158.83	\$ 165.19	\$ 171.79	\$ 178.67
Business Analyst	\$ 151.22	\$ 157.27	\$ 163.56	\$ 170.10	\$ 176.90
Junior Functional Specialist	\$ 140.25	\$ 145.86	\$ 151.69	\$ 157.76	\$ 164.07
Senior Programmer	\$ 133.79	\$ 139.15	\$ 144.71	\$ 150.50	\$ 156.52
Junior Analyst	\$ 127.48	\$ 132.58	\$ 137.88	\$ 143.40	\$ 149.13
Junior Business Analyst	\$ 119.29	\$ 124.07	\$ 129.03	\$ 134.19	\$ 139.56
Task Leader	\$ 111.18	\$ 115.63	\$ 120.26	\$ 125.07	\$ 130.07
Research Associate	\$ 108.40	\$ 112.74	\$ 117.25	\$ 121.94	\$ 126.81
Document Specialist	\$ 107.29	\$ 111.58	\$ 116.04	\$ 120.68	\$ 125.51
Survey Specialist	\$ 107.29	\$ 111.58	\$ 116.04	\$ 120.68	\$ 125.51
Research/Technical Assistant	\$ 97.39	\$ 101.29	\$ 105.34	\$ 109.55	\$ 113.93
Programmer	\$ 92.14	\$ 95.83	\$ 99.66	\$ 103.65	\$ 107.79
Secretary/Clerical/Technician	\$ 84.56	\$ 87.94	\$ 91.46	\$ 95.12	\$ 98.92
Administrative Support	\$ 82.60	\$ 85.90	\$ 89.34	\$ 92.91	\$ 96.63
Data Preparation Supervisor	\$ 75.73	\$ 78.76	\$ 81.91	\$ 85.19	\$ 88.59
Data Preparation Clerk	\$ 50.49	\$ 52.51	\$ 54.61	\$ 56.79	\$ 59.06
Interviewer	\$ 39.12	\$ 40.69	\$ 42.32	\$ 44.01	\$ 45.77