



Environmental Services Schedule



**General Services Administration
(GSA)
Federal Supply Service
Authorized Federal Supply Schedule
Catalog and Price List**

Contract Number GS-10F-0601P
September 17, 2004 through September 17, 2009 (Base Period)
September 17, 2009 through September 17, 2014 (Option Period)
Catalog Revision 1, November 15, 2005

Authorized Federal Supply Schedule Price List

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage![™], a menu-driven database system. The internet address for GSA Advantage! is www.gsaadvantage.gov.

Environmental Services Schedule

Federal Supply Services Industrial Group 899
Federal Supply Services Industrial Class 8999
Contract Number GS-10F-0601P

For more information on ordering from Federal Supply Schedules, click on the FSS Schedules button at fss.gsa.gov.

Contract Period of Performance

September 17, 2004 through September 17, 2009 (Base Period)
September 17, 2009 through September 17, 2014 (Option Period)

Contractor

ADELANTE CONSULTING, INC.
P.O. Box 24065
Santa Fe, NM 87502

Business Address

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Business Size and Classification:

Small Business, Woman-owned




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**GENERAL SERVICES ADMINISTRATION
INFORMATION FOR ORDERING ACTIVITIES**

Customer Information

1. **Awarded Special Item Numbers (SINS):**

SIN 899-1	Environmental Planning Services & Documentation
SIN 899-2	Environmental Compliance Services
SIN 899-4	Waste Management Services
SIN 899-7	Geographical Information Services
SIN 899-8	Remediation Services

2. **Maximum Order:** \$5,000,000

3. **Minimum Order:** \$100

4. **Geographic Coverage:** Continental U.S.

5. **Point of Production:** Santa Fe, New Mexico

6. **All prices listed reflect the net price for the services in question.**

7. **Adelante Consulting Inc. does not offer volume discounts for large dollar orders.**

8. **Prompt Payment Terms:** 0% Net 30 days

9. **Government credit cards will be accepted.**

10. **Foreign Items:** N/A

11. **Time of Delivery:** Time of delivery will be negotiated with the ordering agency per individual task orders.

12. **F.O.B. Points:** To be negotiated with ordering agency per individual orders.

13. **Ordering Address:**

Adelante Consulting Inc.

P.O. Box 24065
Santa Fe, NM 87502

For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).

14. **Payment Address:**

Adelante Consulting Inc.

P.O. Box 24065
Santa Fe, NM 87502

15. **Automated Clearing House Payments:**

Adelante Consulting Inc.

ABA Routing Number: See Invoice
Account Number: See Invoice

16. **Warranty Provisions:** N/A

**GENERAL SERVICES ADMINISTRATION
INFORMATION FOR ORDERING ACTIVITIES**

17. **Export Packing Charges:** N/A
18. **Terms and Conditions of Government Purchase Card Acceptance (Any thresholds above the micro-purchase level):**
The government credit card will be accepted for any purchase above the micro-purchase level. Contact Adelante for credit card acceptance for orders above the micro-purchase level.
19. **Terms and Conditions of Rental, Maintenance, and Repair:** N/A
20. **Terms and Conditions of Installation:** N/A
21. **Terms and Conditions of Repair Parts:** N/A
22. **Terms and Conditions of Any Other Services:** N/A
23. **List of Service and Distribution Points:** N/A
24. **List of Participating Dealers:** N/A
25. **Preventative maintenance:** N/A
26. **Special Attributes:** N/A
27. **Data Universal Number System (DUNS) Number:** 13-5419021
28. **Adelante Consulting, Inc. is registered with the Central Contractor Registration (CCR).**



ABOUT ADELANTE

Headquartered in Santa Fe, NM, Adelante Consulting, Inc. (Adelante) is a woman-owned, small business concern of approximately 20 professionals providing technical, regulatory, and project management support to governmental and private-sector clients. Adelante Consulting, Inc. was founded in 1997 by a small group of like-minded environmental and public health professionals. In 2002, we transitioned from a privately-owned firm to an employee-owned corporation.

Our staff has served a diverse range of clients, including the Department of Energy and its contractors, the Department of Defense, the Environmental Protection Agency, the University of California, the University of Texas, the U.S. Forest Service, and private sector clients including Fortune 500 companies and law firms. Our capabilities are broad-based, and include forest management; regulatory, engineering, and data analysis; regulatory program development, management, compliance, and information management. We not only have the direct experience necessary to execute a statement of work (SOW), but also have a proven success record for providing stellar service to our clients.

Adelante has provided solutions for the complex and often interwoven problems that many of our clients face. Adelante maintains a small staff of employee-owners who provide a broad array of services. At Adelante, everyone's business is providing top-notch environmental services.

Adelante appreciates the importance of delivering a specific blend of experience and expertise to each project, a blend that is tailored to the project and to the client's specific needs. Every federal agency has the requirement to comply with environmental laws and regulations. Adelante's team of professionals provides the Federal and private sector with services that ease the sting of compliance. The GSA schedules provide you quick and easy access to Adelante's team of environmental experts. We support environmental programs under the following laws:

- Clean Water Act (CWA);
- Clean Air Act (CAA);
- Safe Drinking Water Act (SDWA);
- Resource Conservation and Recovery Act (RCRA);
- Pollution Prevention Act (PPA);
- Superfund Amendments and Reauthorization Act (SARA);
- Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA);
- Toxic Substances Control Act (TSCA); and
- Emergency Planning and Community Right-to-Know Act (EPCRA).

Multiple-award schedule (MAS) contracts, issued by the GSA, are intended to provide a quick and efficient means of accessing services to meet an increasingly challenging environmental process. Clients throughout government can access Adelante services using the GSA schedule - a competitively-awarded schedule contract with fixed labor rates, available to all federal agencies and their approved contractors.

GSA has streamlined the acquisition of services by awarding Schedule contracts. Essentially these vehicles are contracts with GSA that guarantee firm-fixed prices for the term of the contract. An award of a GSA contract indicates that a firm has pre-qualified as a GSA service provider. The GSA schedule features a simplified, streamlined procurement process because:

- ✓ task orders flow directly from agency to contractor;
- ✓ clients can use their own contracting office;
- ✓ payments for services are made directly from the purchaser to the provider;
- ✓ GSA fixed labor rates have already been determined to be "fair and reasonable"; and
- ✓ competition requirements have been met [FAR 6.102(d)(3)].

HOW TO USE THIS SCHEDULE

Executing an order for environmental services can be done in just a few simple steps. When an agency determines that a need for services must be addressed using external sources, the following steps will ensure those project needs are met:

- ✓ develop a performance-based SOW;
- ✓ on orders less than \$2500, select the contractor that is best suited to meet the needs of the order, and have your contracts office place the order directly with the contractor;
- ✓ for orders in excess of \$2500, prepare a Request for Quote (RFQ) based on the SOW, and submit it to three of the pre-qualified Environmental Services Schedule Contract firms;
- ✓ review the responses to the RFQ and select the contractor that represents the “best value” for your project; and
- ✓ place the order directly with the selected firm.

A performance-based SOW outlines the work to be performed, location of work, period of performance, deliverable schedule, applicable standards, acceptance criteria, and any other special requirements (i.e., security clearances, travel, special knowledge, etc.).

Whether directly tasking or establishing a blanket purchase order, these steps are all that is required to execute under a GSA multiple award schedule contract. When preparing the RFQ, include the performance-based statement of work and request the contractors to submit either a firm-fixed price or a ceiling price to provide the services outlined in the statement of work.

An RFQ contains both the performance-based SOW and the selection criteria to be used when determining the “best value”. These criteria could be past performance, security clearance requirements, proximity to the job site, or any number of other criteria. All such considerations should be communicated to the bidding contractors in the RFQ.

In most cases, GSA prefers a firm-fixed price order. If the ordering office determines that it is not possible at the time of the order to estimate accurately the extent or duration of the work or to anticipate cost with any reasonable degree of confidence, a labor hour or time-and-materials quote may be requested. In these cases, a ceiling price must be established. The firm-fixed price of the order will also include any other incidental costs related to performance of the services ordered. The order may provide for reimbursement of travel costs at the rates provided in the Federal Travel or Joint Travel Regulations, or as a fixed-price incidental item.

Remember, the GSA has already determined that the rates for services contained in the price list are fair and reasonable.

The ordering office using this contract is responsible for considering the level of effort and mix of labor proposed to perform the specific task(s) being ordered and for making a specific determination that the total firm-fixed price or ceiling price is fair and reasonable. The GSA has negotiated and established the MAS awards; it is the user’s responsibility to document specific purchases executed under these agreements.

The establishment of Federal Supply Schedule Blanket Purchase Agreements (BPAs) for recurring services is permitted when the procedures outlined above

are followed. All BPAs for services must define the services that may be ordered under the BPA, along with delivery or performance time frames, billing procedures, and other pertinent information necessary for performance of the services. The potential volume of orders under BPAs, regardless of the size of individual orders, may offer the ordering office the opportunity to secure volume discounts. Inform contractors in the request for quotes if a single BPA or multiple BPAs will be established, and indicate the basis that will be used for selecting the contractors to be awarded the BPAs.

After responses have been evaluated against the factors identified in the request for quotes, the order should be placed with the schedule contractor that represents the best value and results in the lowest overall cost alternative (considering price, special qualifications, administrative costs, etc.) to meet the Government's needs.

The ordering office, at a minimum, should document orders by identifying the contractor providing the service, the services purchased, and the amount paid. If other than a firm-fixed price order is placed, such documentation should include the basis for the determination to use a labor-hour or time-and-materials order. For agency requirements in excess of the micro-purchase threshold, the order file should document the evaluation of Schedule contractors' quotes that formed the basis for the selecting the contractor that received the order and the rationale for any tradeoffs made in making the selection.

ADELANTE ENVIRONMENTAL SERVICES SCHEDULE

With the Environmental Services Schedule Contract, Adelante's service offerings are identified according to Special Item Numbers (SINs). The awarded SINs are listed below and include examples of the types of services that could be acquired under each. These are provided only as examples and are not meant to exclude or limit additional services.

SIN 899-1 Environmental Planning Services & Documentation

Federal agencies are increasingly faced with changing environmental laws and regulations requiring full consideration in planning operations. Typical environmental planning and documentation services offered by Adelante are:

- NEPA Environmental Impact Statements and Environmental Assessments;
- Regulatory and technical analysis;
- Quality assurance oversight;
- Community outreach/stakeholder involvement;
- Data collection and development;
- Program and project audits;
- Environmental surveillance;
- Assessments of operations;
- Hazard assessments;
- Exposure assessments;
- Risk analyses; and
- Database development in support of regulatory tracking and analyses.

SIN 899-2 Environmental Compliance Services

The Adelante compliance team works with clients to promote and sustain environmental programs. We have provided compliance services to a variety of clients in virtually all primary environmental arenas. Some examples of our services include:

- Regulatory permitting (i.e., waste, water, air, etc.);
- Responding to inquiries from regulatory agencies;
- Erosion control design and implementation;
- TSCA management and compliance programs;
- Underground storage tank management programs;
- Compliance tracking and data management;
- Establishing the administrative record;
- Management planning;
- Compliance assessments/audits;
- Corrective action planning design and reporting; and
- Conducting emissions inventories.

SIN 899-4 Waste Management Services

Waste management is inherent in most environmental programs and is vital to the safe and effective management of an operational program. Adelante provides guidance, operational services, and support for environmental protection programs.

- Waste characterization;
- Data collection, analysis, and reporting;
- Waste minimization program development;
- Reporting and compliance software;
- Waste inventory tracking and software design; and
- Development of waste management plans.

SIN 899-7 Geographical Information Services

Geographical information becomes increasingly important when evaluating environmental oversight programs, evaluating contaminant migration, and assessing the efficiency of environmental protection measures. Adelante has populated and used spatial data to display environmental information. Many of our clients are required to involve stakeholders in decision-making; tailoring reports to include visual data providing stakeholders the best platform for evaluating decisions. We offer an intriguing mix of information technology and environmental management. This skill set allow us to accomplish our client goals in the most efficient manner possible. Some example capabilities are listed below:

- Data collection and analysis;
- GIS development;
- Modeling and information management;
- Interactive web-based tool development;
- Custom report development; and
- Public involvement and data outreach.

SIN 899-8 – Remediation Services

Adelante conducts site investigations, remedial action, long-term monitoring, and stewardship operations associated with environmental restoration activities. Many times, these activities also require coordination and collaboration with the regulatory community and the public. We are a full-service firm and offer many solutions to your specific project needs. Some examples of the types of remediation services we offer:

- Data collection, analysis, and reporting;
- Decommissioning and demolition;
- Stakeholder involvement;
- Interim action design and execution;
- Site closure design and execution;
- Waste inventory tracking; and
- Water and groundwater remedial solutions.

APPENDIX A - RATES FOR SERVICES

Labor Category	FY 2006 Rates	FY 2007 Rates	FY 2008 Rates	FY 2009 Rates*
Senior Program Manager	\$142.25	\$146.23	\$150.91	\$155.74
Program Manager	\$125.74	\$129.26	\$133.4	\$137.67
Senior Project Manager	\$106.51	\$109.49	\$112.99	\$116.61
Project Manager II	\$86.36	\$88.78	\$91.63	\$94.56
Project Manager I	\$73.42	\$75.48	\$77.90	\$80.39
Principal Scientist/Engineer	\$106.51	\$109.49	\$112.99	\$116.61
Senior Scientist/Engineer	\$86.36	\$88.78	\$91.63	\$94.56
Scientist/Engineer III	\$73.42	\$75.48	\$77.90	\$80.39
Scientist/Engineer II	\$64.24	\$66.04	\$68.15	\$70.33
Scientist/Engineer I	\$55.08	\$56.62	\$58.32	\$60.30
Senior Science/Engineering Analyst	\$73.42	\$75.48	\$77.90	\$80.39
Science/Engineering Analyst II	\$60.13	\$61.81	\$63.79	\$65.83
Science/Engineering I	\$53.45	\$54.95	\$56.71	\$58.52

*Rates for period beginning 10/1/2008

APPENDIX B - Titles and Job Descriptions

I. Project Manager Series

Project Manager I

Individuals at this level have demonstrated knowledge and skills in their technical specialty, and are expected to provide imaginative, thorough, and practicable solutions to a wide range of problems. They have excellent interpersonal, oral and written communication skills. They develop solutions and interpret guidelines for a variety of problems of moderate complexity, requiring a high level of analytical ability and innovative thinking, where guidelines and methods or precedents may be lacking. They assume responsibility for managing defined projects. Assignments may be wide in scope requiring a broad background of experience and capability in all areas, but limited technical depth. Conversely, assignments may be narrowly focused requiring greater technical depth. Both assignments include responsibility for developing technical, cost, and schedule specifications for project implementation and verifying that the end product meets expectations and requirements. Decisions involve diverse, conflicting or intangible elements within own or within client's organization. Contributions are normally of sufficient value and scope to have significant impact on project or corporate goals (i.e., proper management will allow projects to be completed on time, within budget, and with satisfactory technical outcomes). Conversely, improper management can cause significant delays in project completion, cost overruns, or delivery of an unsatisfactory technical product. May include supervisory responsibilities for a project team, but certainly includes responsibility for providing technical leadership and review. Individuals at this level are expected to work directly with their clients, and to routinely provide progress/problem updates to their Adelante manager. They are typically assigned projects to manage by their Adelante manager, and can expect to manage projects with a value of up to \$150K per year. Normally requires a bachelor's degree and 6 years of experience, or a master's degree and 4 years of experience, or a Ph.D. in a technical, scientific engineering, or other relevant discipline, as well as a demonstrated interest in and potential for management.

Project Manager II

Individuals at this level have a successful track record of managing projects, and they independently generate new projects to manage, as follow-on work or new work, typically under existing contracts. They have excellent interpersonal, oral, and written communication skills. Individuals at this level are expected to manage interdisciplinary teams to develop solutions to complex problems which require the regular use of engineering, scientific, and other technical principles. Individuals at this level, typically, exercise considerable latitude in determining the course of their projects, determining objectives and approaches to their assignments. They usually work directly with the client and are responsible for all aspects of the project from development of technical specifications, budget, and

schedule through delivery of the final product. Decisions made may set precedents, and often involve diverse, conflicting, or intangible elements internal or external to the company and/or to the client's organization. Problem-solving requires making recommendations on appropriate courses of action. As a manager, is responsible for taking large, complex projects to their completion, coordinating the tasks of others. Includes supervisory responsibilities for a project team, and certainly requires the demonstrated ability to provide technical leadership and review. Contributions are normally of sufficient value and scope to have significant impact on project or corporate goals (i.e., proper management will allow projects to be completed on time, within budget, and with satisfactory technical outcomes). Conversely, improper management can cause significant delays in project completion, cost overruns, or delivery of an unsatisfactory technical product. Individuals at this level are expected to work directly with their clients, and to take a leadership role in troubleshooting problems or issues that arise during the course of project execution. They are responsible for routinely providing their Adelante manager with project status updates. Individuals at this level typically manage projects with a value of up to \$500K per year. Normally requires a bachelor's degree and 11 years of experience, or a master's degree and 9 years of experience, or a Ph.D. and 5 years of experience, as well as a demonstrated ability to manage projects.

Senior Project Manager

Individuals at this level have a successful track record of managing progressively larger projects, and they independently generate new projects to manage, as follow-on work or new work, under either existing contracts or under new contracts. Individuals at this level are capable of managing complex, interdisciplinary projects. They can self-direct and direct a project team when they understand organizational directives, and they can influence decisions and/or obtain resources necessary to undertake strategic projects. They have the authority and the judgment to make decisions that impact their clients and the company, and they often lead strategic planning initiatives. Their decisions typically have broad corporate impact. They develop solutions to client or corporate problems that can involve other organizations, and that involve conflicting priorities that require a high degree of ingenuity and innovative thinking. They investigate and facilitate solutions to the most critical and sensitive issues, frequently making decisions using independent discretion and judgment that could affect the financial, employee or public relations posture of the company. They evaluate and implement new policies or procedures that have a corporate impact. Individuals at this level are in regular contact with company staff at all levels, clients, agencies, and other organizations. They have strong interpersonal, influencing and teaming skills, and a track-record of building high-trust relationships. They also have excellent interpersonal, oral, and written communication skills. Their decisions and conduct can seriously affect the financial, employee, or public relations posture of the company. These individuals typically manage multiple, smaller projects or multi-year projects, staffed by a

team or teams of Adelante staff. They typically manage projects with a value of up to \$1M per year. Normally requires a bachelor's degree and 16 years of experience, or a master's degree and 14 years of experience, or a Ph.D. and 10 years of experience, as well as a successful track record of managing progressively larger projects.

Program Manager

Individuals at this level have a successful track record of managing progressively larger projects, and they independently generate new projects to manage, that are typically of a scale that results in the award of new contracts with either existing or new clients. Individuals at this level are capable of simultaneously managing multiple tasks that are being executed by multiple project managers. They are results-oriented, and have exceptional management, communication, and interpersonal skills. They possess strong creative and strategic thinking skills, have an appreciation for excellence in operations and business systems, and are extraordinary relationship builders. They have a demonstrated ability to organize and motivate interdisciplinary teams to identify and resolve complex technical problems. They are able to attract, evaluate, coach and advance creative, talented, and effective people; to manage interpersonal conflict, negotiate agreements, delegate authority and build consensus among staff members. They have demonstrated successes in client/customer relations, team-building skills, business acumen and orientation, and focus on results. Their decisions and conduct can seriously affect the financial, employee, or public relations posture of the company. Individuals at this level typically manage one or more contracts that generate annual revenues of \$1M per year.

Senior Program Manager

Individuals at this level have a successful track record of managing large contracts, and they are responsible for developing specific capability bases within the company by independently generating new contracts in strategic business areas. They possess a solid knowledge of competitive bid processes, and have demonstrated competency in negotiating complex contracts. They are results-oriented, and have exceptional management, communication, and interpersonal skills. They possess strong creative and strategic thinking skills, have an appreciation for excellence in operations and business systems, and are extraordinary relationship builders. They have a demonstrated ability to organize and motivate interdisciplinary teams to identify and resolve complex technical problems. They also have demonstrated experience in advising senior executives on a broad range of technical, business, and organizational issues. They have a demonstrated commitment to the shared vision of the organization, and an ability to instill that commitment in others. They are able to attract, evaluate, coach and advance creative, talented, and effective people; to manage interpersonal conflict, negotiate agreements, delegate authority and build consensus among staff members. They have demonstrated successes in client/customer relations, team-building skills, business acumen and orientation,



TITLES AND JOB DESCRIPTIONS

and focus on results. They have demonstrated experience in dealing effectively with project uncertainty and risk. These individuals typically manage one or more large, multi-year contracts with annual revenues of more than \$1M and total contract values of up to \$10M.

Scientist/Engineer Series (Bachelor's, Master's, Ph.D. technical staff)

Scientist/Engineer I

Individuals at this level perform normal aspects of their jobs with little or no direct supervision. Work is performed under general supervision and is reviewed for soundness of judgment, overall adequacy and accuracy. Requires mastery of knowledge base and skill associated with technical specialty. Assignments are usually focused while working within established priorities, procedures, processes, requirements or specifications, although some contributions of original work are expected. Completing assignments requires following or adhering to requirements, specifications, or procedures developed for the task. Priorities and tasks are usually prescribed. Impact of work is usually limited to a well-defined area of a project or specific assignment. Position requires, at a minimum, a bachelor's degree in a technical, scientific, engineering, or other relevant field.

Scientist/Engineer II

Individuals at this level have a bachelor's degree in a technical discipline and some relevant experience. They execute assignments that may be broad or narrowly focused, but usually require contributions of original work. Completing assignments requires independence, and includes some responsibility for coordination and participation in developing the final product working with a project manager or a client. Individuals at this level are expected to critically analyze design requirements, experimental plans, standard processes, etc. and propose appropriate alternatives. Assignments are performed under general supervision and are reviewed upon completion for results. Contributions of individuals at this level are normally expected to be of sufficient value to have some impact on the outcome of project or corporate accomplishments. May include technical supervision and review responsibilities. Normally requires a bachelor's degree and 3 years of experience, or a master's degree in a technical, scientific engineering, or other relevant discipline.

Scientist/Engineer III

Individuals at this level have demonstrated knowledge and skills in their technical specialty, and are expected to provide imaginative, thorough, and practicable solutions to a wide range of problems. They develop solutions and interpret guidelines for a variety of problems of moderate complexity, requiring a high level of analytical ability and innovative thinking, where guidelines and methods or precedents may be lacking. They assume responsibility for defined projects. Assignments may be wide in scope requiring a broad background of experience and capability in all areas, but limited technical depth. Conversely, assignments may be narrowly focused requiring greater technical depth. Focused assignments are, depending on complexity and scope, usually portions of the total design or research project and require substantially more technical depth.

Both assignments include responsibility for developing specifications for project implementation and verifying that the end product meets expectations and requirements. Decisions involve diverse, conflicting or intangible elements within own or within client's organization. Contributions are normally of sufficient value and scope to have significant impact on project or corporate goals (i.e., correct technical decisions made will allow projects to be completed on time with acceptable outcomes). Conversely, incorrect technical decisions can cause significant delays in project completion. May include formal supervisory responsibilities, but certainly includes responsibility for providing technical leadership and review. Normally requires a bachelor's degree and 6 years of experience, or a master's degree and 4 years of experience, or a Ph.D. in a technical, scientific engineering, or other relevant discipline.

Senior Scientist/Engineer

Level for those who are recognized authorities in their technical specialty, demonstrating state-of-the-art knowledge and skills. Individuals at this level are expected to develop solutions to complex problems which require the regular use of engineering, scientific, or other technical principles. Problems encountered are sufficiently complex to require novel or unique solutions that typically involve a new or emerging technology. Individuals at this level, typically, exercise considerable latitude in determining the course of their projects, determining objectives and approaches to their assignments. They evaluate alternatives and develop experimental or design plans. They are often the sole contributors, but always are principal contributors in developing specific project requirements from concepts. They usually work directly with the client and are responsible for all aspects of the project from development through delivery of the final product. Tasks or projects assigned are highly complex and are performed independently. Individual contributions are of major significance to accomplishment of projects or attainment of corporate objectives. Decisions made may set precedents, and often involve diverse, conflicting, or intangible elements internal or external to the company and/or to the client's organization. Problem-solving requires making recommendations on appropriate courses of action. Individuals at this level are generally recognized as experts within their field. As a specialist within a narrow field of technology, functions as a senior engineer, scientist, or other technical professional. As a generalist, is responsible for taking large, complex design or research projects to their completion, coordinating the design or research tasks of others. May include formal supervisory responsibilities, but certainly requires the demonstrated ability to provide technical leadership and review. Normally requires a bachelor's degree and 11 years of experience, or a master's degree and 9 years of experience, or a Ph.D. and 5 years of experience.

Principal Scientist/Engineer

Individuals at this level have knowledge of and can apply highly specialized technical professional level concepts, theories, practices and skill in the analysis, coordination, or interpretation of work methods, laws, standards, and

requirements. They can self-direct when they understand organizational directives, and they can influence decisions and/or obtain resources necessary to undertake strategic projects. They have the authority and the judgment to make decisions that impact their clients and the company, and they often lead strategic planning initiatives. Their decisions typically have broad corporate impact. They develop solutions to client or corporate problems that can involve other organizations, and that involve conflicting priorities that require a high degree of ingenuity and innovative thinking. They investigate and facilitate solutions to the most critical and sensitive issues, frequently making decisions using independent discretion and judgment that could affect the financial, employee or public relations posture of the company. They evaluate and implement new policies or procedures that have a corporate impact. They are in regular contact with company staff at all levels, clients, agencies, and other organizations. Their decisions and conduct can seriously affect the financial, employee, or public relations posture of the company. Normally requires a bachelor's degree and 16 years of experience, or a master's degree and 14 years of experience, or a Ph.D. and 10 years of experience.

Science/Engineering Analyst Series (Non-degreed, Associate's Degree staff)

Science/Engineering Analyst I

Level for those whose assignments may be broad or narrowly focused, but usually require contributions of original work. Completing assignments requires independence. Usually includes some responsibility for coordination and participation in developing the final product working with the requestor. Technicians at this level are normally expected to critically analyze design requirements, experimental plans, standard processes, etc. and propose appropriate alternatives. Assignments are performed under general supervision and are reviewed upon completion for results. Contributions of technicians at this level are normally expected to be of sufficient value to have some impact on the outcome of entire project or group accomplishments. May include technical supervision and review. Normally requires at least five to eight years of experience in an area of scientific or engineering technology.

Science/Engineering Analyst II

Level for those who have demonstrated knowledge and skills in their technical specialty. Technicians at this level are expected to provide imaginative, thorough, and practicable solutions to a wide range of problems. Assignments may be wide in scope requiring a broad background of experience and capability in all areas, but limited technical depth. Conversely, assignments may be narrowly focused requiring greater technical depth. Focused assignments are, depending on complexity and scope, usually portions of the total design or research project and require substantially more technical depth. Both assignments include responsibility for developing specifications for project implementation and verifying that the end product meets expectations and requirements. Contributions are normally of sufficient value and scope to have significant impact on project or Group goals, i.e., correct technical decisions made will allow projects to be completed on time with acceptable outcomes. Conversely, incorrect technical decisions can cause significant delays in project completion. May include formal supervisory responsibilities, but certainly includes responsibility for providing technical leadership and review. Normally requires a minimum of eight years experience in an area of scientific or engineering technology.

Senior Science/Engineering Analyst

Level for those who are recognized authorities in their technical specialty, demonstrating state-of-the-art knowledge and skills. Technicians at this level are expected to develop solutions to complex problems which require the regular use of applied engineering or scientific principles. Problems encountered are sufficiently complex to require novel or unique solutions that typically involve a new or emerging technology. Technicians at this level, typically, exercise considerable latitude in determining the course of their projects, determining

objectives and approaches to their assignments. They evaluate alternatives and develop experimental or design plans. They are often the sole contributors, but always are principal contributors in developing specific project requirements from concepts. They usually work directly with the requestor and are responsible for all aspects of the project from development through delivery of the final product. Tasks or projects assigned are highly complex and are performed independently. Individual contributions are of major significance to accomplishment of projects or attainment of corporate objectives. Technicians at this level are generally recognized as experts within their field of specialization. As a specialist within a narrow field of technology, functions as an applied engineer. As a generalist, is responsible for taking large, complex design or research projects to their completion, coordinating the design or research tasks of others. May include formal supervisory responsibilities, but certainly requires the demonstrated ability to provide technical leadership and review. Normally requires a minimum of twelve years experience in an area of scientific or engineering technology.