

**CONTRACT
14PSX0338AA**

Between

THE STATE OF CONNECTICUT

Acting by its

DEPARTMENT OF ADMINISTRATIVE SERVICES

And

COVENDIS

IT VENDOR MANAGED SERVICE PROVIDERS

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- EXHIBIT 1 – NOTICE TO EXECUTIVE BRANCH STATE CONTRACTORS AND
PROSPECTIVE STATE CONTRACTORS OF CAMPAIGN CONTRIBUTION AND SOLICITATION
LIMITATIONS
- EXHIBIT 2 – DELIVERABLES DOCUMENT
- EXHIBIT 3 – PRODUCT & PRICING SCHEDULE
- EXHIBIT 4 – SERVICE LEVEL AGREEMENT (SLA)

This contract (the "Contract") is made as of August 8, 2017 by and between uWork.com, Inc. dba Covendis ("Contractor"), with a principal place of business at 200 Walker Street SW, Unit B, Atlanta, Georgia, acting by Raymond Tsao its President and CEO and the State of Connecticut, acting through its Department of Administrative Services ("DAS"), with a principal place of business at 450 Columbus Boulevard, Hartford, Connecticut 06103, acting by Melody A. Currey, its Commissioner in accordance with Sections 4a-2, 4a-51 and 4a-53 of the Connecticut General Statutes, acting in connection with the NASPO ValuePoint cooperative contract program.

The Contractor and DAS agree as follows:

1. TERM OF CONTRACT

This Contract is effective upon its approval as to form by the Office of the Attorney General of the State of Connecticut ("Effective Date"), as evidenced by its signature below, and will continue for three (3) years from the Effective Date. The parties, by mutual agreement, may extend this Contract one or more times for a combined total extension period not to exceed one year.

2. DEFINITIONS

- a) **Acceptance:** Determination made by the Purchasing Entity upon successful User Acceptance Test that the Deliverable, or if applicable, System, performs to the Specifications and fulfills the business and technical requirements of the Contract.
- b) **Acceptance Date:** The date the Purchasing Entity accepts a Deliverable or System in accordance with Section 8 below shall be deemed to be the Acceptance Date for each Deliverable or System.
- c) **Alteration:** The modification, changing, refashioning, remodeling, remaking, revising or reworking of any part of the System or Deliverable.
- d) **Claims:** All actions, suits, claims, demands, investigations, and proceedings of any kind, open, pending, or threatened, whether mature, un-matured, contingent, known or unknown, at law or in equity in any form.
- e) **Confidential Information:** Any name, number or other information that may be used, alone or in conjunction with any other information, to identify a specific individual including, but not limited to, such individual's name, date of birth, mother's maiden name, motor vehicle operator's license number, Social Security number, employee identification number, employer or taxpayer identification number, alien registration number, government passport number, health insurance identification number, demand deposit account number, savings account number, credit card number, debit card number or unique biometric data such as fingerprint, voice print, retina or iris image, or other unique physical representation. Without limiting the foregoing, Confidential Information shall also include any information that DAS or the Purchasing Entity, as applicable, classifies as "confidential" or "restricted." Confidential Information shall not include information that may be lawfully obtained from publicly available sources or from federal, state, or local government records which are lawfully made available to the general public.
- f) **Confidential Information Breach:** Generally, an instance where an unauthorized person or entity accesses Confidential Information in any manner, including but not limited to the following occurrences: (1) any Confidential Information that is not encrypted or protected is misplaced, lost, stolen or in any way compromised; (2) one or more third parties have had access to or taken control or possession of any Confidential Information

that is not encrypted or protected without prior written authorization from the Lead State or a Participating State, Participating Entity or Purchasing Entity, as applicable; (3) the unauthorized acquisition of encrypted or protected Confidential Information together with the confidential process or key that is capable of compromising the integrity of the Confidential Information; or (4) if there is a substantial risk of identity theft or fraud to the client, the Contractor, the Purchasing Entity, Participating Entity or Lead State.

- g) **Contractor Parties:** A Contractor's members, directors, officers, shareholders, partners, managers, principal officers, representatives, agents, consultants, employees or any one of them or any other person or entity with whom the Contractor is in privity of oral or written contract and the Contractor intends for such other person or entity to Perform under this Contract in any capacity.
- h) **Corrective Action Plan:** A detailed written plan produced by the Contractor at the request of the Purchasing Entity to correct or resolve Contractor deficiency(ies) identified by the Purchasing Entity in accordance with Section 33.
- i) **Deliverable:** Any product, service, or warranty that is required to be delivered to the Purchasing Entity under this Contract, whether produced by the Contractor or by a third party as a supplier or subcontractor to the Contractor.
- j) **Deliverables Document:** Exhibit 2, which sets forth and describes the Services and Deliverables that are to be provided or made available under to this Contract and the specific requirements and terms applicable to those Services and Deliverables.
- k) **Goods:** For the purposes of this Contract, all things which are movable at the time that this Contract is effective and which include, without limiting this definition, supplies, materials and equipment, as specified in the Solicitation and set forth in Exhibit 2 or Exhibit 3, or both.
- l) **Improvement:** Contractor changes made to Deliverables from time to time either to provide additional functions for use by the Purchasing Entity or to correct errors and other Performance deficiencies noted by the Purchasing Entity and reported to the Contractor.
- m) **IT Professional:** An employee of the Contractor or Contractor Parties chosen to Perform under this Contract.
- n) **Key Contractor Personnel:** The individual employees of Contractor who will be assigned to the Project.
- o) **Lead State:** The State of Connecticut.
- p) **Licensed Software:** Computer program(s) provided by Contractor in connection with the Deliverables, subject to Section 16 of this Contract.
- q) **NASPO ValuePoint:** National Association of State Purchasing Officers Cooperative Purchasing Organization LLC, doing business as NASPO ValuePoint, whose role is to facilitate the administration of the NASPO cooperative group contracting consortium of state chief procurement officials for the benefit of state departments, institutions, agencies, and political subdivisions and other eligible entities (i.e., colleges, school districts, counties, cities, some nonprofit organizations, etc.) for all states, the District of Columbia, and territories of the United States. NASPO ValuePoint's role is also to receive reports and may perform contract administration functions relating to collecting and receiving reports, as well as other contract administration functions as assigned by the Lead State.

- r) **Participating Addendum (PA):** A bilateral agreement executed by a Contractor and a Participating Entity, pursuant and subject to this Contract, which includes additional Participating Entity-specific terms and conditions, such as ordering procedures specific to the Participating Entity, and which is binding only upon the two parties executing the bilateral agreement.
- s) **Participating Entity:** A state, or other legal entity, that enters into a Participating Addendum.
- t) **Participating State:** A state, the District of Columbia, or one of the territories of the United States that is listed in the Solicitation as intending to participate in the Solicitation. Upon execution of the Participating Addendum, a Participating State becomes a Participating Entity; however, a Participating State listed in the Solicitation is not required to become a Participating Entity.
- u) **Perform:** For the purposes of this Contract, the verb “to perform” and the Contractor’s performance set forth in this Contract and its exhibits are referred to as “Perform,” “Performance” and other capitalized variations of the term.
- v) **Product & Pricing Schedule:** Exhibit 3, which lists the Deliverables and Services available under this Contract and establishes the component or unit pricing and price schedules for each Deliverable and Service available pursuant to this Contract.
- w) **Product Schedule Update:** Update to the Product & Pricing Schedule in accordance with Section 3 of this Contract to make additional products or services available under this Contract or to alter the pricing of products or services listed in the Product & Pricing Schedule.
- x) **Proposal:** A submittal in response to the Solicitation.
- y) **Purchase Order (PO):** Document issued by a Purchasing Entity for one or more Goods, Deliverables or Services in accordance with the terms and conditions of this Contract.
- z) **Purchasing Entity (PE):** The Lead State, a Participating Entity, or a city, county, district or other political subdivision of the Lead State or Participating Entity, or a nonprofit organization authorized under a Participating Addendum, who issues a Purchase Order against the Contract and becomes financially committed to the purchase.
- aa) **Records:** All working papers and such other information and materials as may have been accumulated by the Contractor in Performing this Contract, including but not limited to, documents, data, plans, books, computations, drawings, specifications, notes, reports, records, estimates, summaries, memoranda and correspondence, kept or stored in any form.
- bb) **Services:** The Performance of labor or work set forth in Exhibit 2 or in the Statement of Work, whichever is applicable.
- cc) **Site:** Location(s) specified by Purchasing Entity where Deliverables are to be installed or Services rendered.
- dd) **Solicitation:** Request for Proposal entitled Information Technology Vendor Managed Service Providers dated December 1, 2016.

- ee) **Source Code:** The Licensed Software, including all corresponding programmer's comments, data files and structures, headers, files, macros, annotations, and documentation.
- ff) **Specifications:** The written technical and non-technical detailed documentation of the Deliverables and the System's capabilities, as approved and accepted in writing by the Purchasing Entity prior to acceptance of the System.
- gg) **State:** Unless specifically identified as the State of Connecticut, in which case the reference is limited to the State of Connecticut, the state or territory of the United States of America in which the Participating Entity or Purchasing Entity is located.
- hh) **Statement of Work (SOW):** Statement issued in connection with a Purchase Order for a Deliverable or Service available under this Contract which sets forth all work and payment requirements for Contractor's Performance in connection with said Purchase Order.
- ii) **System:** Contractor furnished or otherwise supplied Deliverables that collectively and in an integrated fashion fulfills the business and technical requirements of this Contract and its exhibits.
- jj) **Term:** The original term of the Contract plus any extensions exercised under Section 1 of the Contract.
- kk) **Termination:** An end to this Contract prior to the end of its Term.
- ll) **Upgrade:** A change to the primary version number of the Licensed Software, generally providing additional features or functionality
- mm) **Update:** A change to the Licensed Software to correct bugs or defects, patches or changes to enable the Licensed Software to operate on new or upgraded operating platforms.
- nn) **User Acceptance Testing (UAT):** Phase in which the Purchasing Entity tests the functionality of a Deliverable with real world scenarios to determine if the Deliverable performs in accordance with the agreed upon design as contained in the Specifications.
- oo) **Warranty Period:** The 12 month period commencing upon the Acceptance Date for the System.

3. ACQUIRING DELIVERABLES AND SERVICES

- a) Subject to the terms and conditions of this Contract, Contractor shall sell, transfer, convey and/or license to the Purchasing Entity any duly ordered Deliverable and/or Perform the Services in accordance with Exhibit 2, or in accordance with a Statement of Work, if applicable. Such Deliverables or Services, as appropriate, shall be itemized in and available under the Product & Pricing Schedule and may be acquired through properly issued Purchase Orders.
- b) Any Purchase Order is subject to the terms of this Contract and shall remain in effect until the Purchasing Entity's acceptance of full Performance of all Deliverables and Services contained in the applicable Purchase Order, unless terminated sooner under the terms of this Contract. Neither party shall be bound by any additional terms

different from those in this Contract and the Participating Addendum that may appear on a Purchase Order or other form document issued by either party.

- c) Contractor may supplement Exhibit 3 to make additional services and related terms available to Participating Entities. The supplement will only be deemed to be accepted by the Lead State if the latter issues a Product Schedule Update letter to Contractor, indicating its concurrence with the supplement.
- d) The Contractor shall have the right to request a price adjustment only during the thirty (30) days immediately preceding the quarterly anniversary dates of the Effective Date of the Contract. A request for a price adjustment must be made in writing to the Lead State in accordance with Section 9. Requests for price adjustments must be consistent with and related to price changes originating with and compelled by manufacturer or market trends which are outside of the Contractor's control. The Contractor must fully document its request, attaching to the request, without limitation, the pertinent manufacturer and market data, as support for the requested adjustment. The Lead State may, in its sole discretion, approve or disapprove the requested adjustment, in whole or in part. If approved, price adjustments shall become effective upon commencement of the immediately following quarter. The Contractor shall honor any Purchase Orders issued prior to the effective date of the approval at the price in effect at the time of the issuance of the Purchase Order.
- e) Notwithstanding any other provision of this Contract, no material change may be made to the Deliverables set forth in Exhibit 2 that alters the nature or scope of the Deliverables or their intended use. Any change in the Deliverables set forth in Exhibit 3 shall be conditioned upon the new product(s) being of a similar nature and having a similar use as the defined Deliverables. An update of the Deliverables or the addition of products that are related to or serve similar functions as the Deliverables is permissible only with the prior written approval of the DAS.
- f) Contractor shall provide all Purchasing Entities with a discount on any Product Schedule Update according to the discount, if any, shown on the Exhibit 3.
- g) The Purchasing Entity is authorized to use any Licensed Software solely for the business purposes specified in connection with the Deliverables. The right to use any such Licensed Software, unless expressly stated otherwise elsewhere in this Contract, shall be perpetual and nonexclusive.
- h) No additions to or reductions in the Deliverables and prices for work completed in the Performance of any Purchase Order shall be permitted unless the Purchasing Entity issues a change order in accordance the provisions of Section 5.
- i) The Purchasing Entity shall issue a Purchase Order when acquiring any Deliverable or Service available under this Contract and, if appropriate, a Statement of Work mutually acceptable to the Purchasing Entity and the Contractor.

4. PROJECT PERSONNEL

- a) The Purchasing Entity shall designate a project administrator (the "Project Administrator"), who may be replaced by the Purchasing Entity. The Project Administrator shall have the authority to act for the Purchasing Entity under this Contract for any Deliverable(s) initially acquired/installed from the Contractor and such authority shall continue to be in effect throughout the term of this Contract, unless sooner replaced by the Purchasing Entity.
- b) Purchasing Entity may require the Contractor provide dedicated personnel and shall have the right to approve Key Contractor Personnel. If Purchasing Entity is dissatisfied with the Performance of any prior approved Key Contractor Personnel, Purchasing Entity shall notify Contractor in writing of Purchasing Entity's desire to change any such Key Contractor Personnel. Contractor shall make such requested change within 10 calendar days of the date of the written request for such change. If required by the Purchasing Entity, the Key Contractor Personnel must be identified individually in the applicable Purchase Order or Statement of Work.

5. CHANGE ORDERS

- a) The Purchasing Entity may, at any time, with written notice to Contractor, request changes within the scope of Exhibit 2 or Statement of Work, if applicable. Such changes shall not be unreasonably denied or delayed by Contractor. Such changes may include, but are not limited to, modifications or other changes required by new or amended state and/or Federal laws and regulations relating to functional requirements and processing procedures, or involving the correction of System deficiencies. Prior to expiration of any Warranty Period, any changes required because the System does not fully perform in accordance with this Contract, shall be made by Contractor without charge to the Purchasing Entity. Any investigation necessary to determine the source of the problem requiring the change shall be done by Contractor at its sole cost and expense.
- b) A change order request may be issued only by the Purchasing Entity and must be in writing. As soon as possible after Contractor receives a written change order request, but in no event later than fifteen (15) calendar days thereafter, the Contractor shall provide the Purchasing Entity with a written statement confirming the change has no price impact on the Contract or, if there is a price impact, Contractor shall provide the Purchasing Entity a written statement explaining the price increase or decrease involved in implementing the requested change.
- c) If the Purchasing Entity issues a change order requesting a change to the System to comply with changes to Federal or State law, or changes to regulations affecting the Purchasing Entity, the Contractor shall perform the changes at no additional cost to the Purchasing Entity.
- d) No change order with a price impact will be effective until Contractor receives written confirmation from the Purchasing Entity.

6. ASSIGNMENTS

The Contractor shall not assign any of its rights or obligations under the Contract in any manner without the prior written consent of DAS. DAS may void any purported assignment that violates this section and declare the Contractor to be in breach of Contract. Any Termination by DAS for a breach under this section is without prejudice to DAS's or the State's rights or possible Claims. The Contractor shall not assign any of its rights or obligations under a Participating Addendum in any manner without the prior written consent of the Participating Entity or Purchasing Entity, as appropriate. The Participating Entity or Purchasing Entity may void any purported assignment in violation of this section. If the Contractor violates this section then DAS, after conferring with the Participating Entity or Purchasing Entity, may declare the Contractor in breach of Contract. Any Termination by DAS for a breach is without prejudice to DAS's or the Participating Entity's or Purchasing Entity's rights or possible Claims.

7. RESERVED

8. DELIVERABLE EVALUATION & ACCEPTANCE

- a) Any Deliverable furnished by Contractor under the terms of this Contract will be subject to Acceptance. The following procedures will apply to Acceptance:
- 1) The Purchasing Entity shall provide Contractor with (a) written notice of Acceptance of the Deliverable within ten (10) business days of receiving Deliverable, or (b) a written statement which identifies in reasonable detail, with references to the applicable Specifications, the deficiencies preventing Acceptance.

- 2) Contractor shall have five (5) business days, or such other period mutually agreed upon by the parties in writing, from the date it receives the notice of deficiencies to complete corrective actions to make Deliverable conform in all material respects to the applicable Statement of Work. The Purchasing Entity shall review the corrected Deliverable and notify Contractor in writing of acceptance or rejection in accordance with the foregoing provisions of this section.
 - 3) The Acceptance Date for a Deliverable shall be the date of the written notice of Acceptance of the Deliverable from Purchasing Entity to Contractor.
- b) If the Purchasing Entity determines that the Deliverable has been successfully completed, the Purchasing Entity shall in writing notify the Contractor of the Purchasing Entity's Acceptance and the date of such notice will be the Acceptance Date for the Deliverable.
- c) If requested by Contractor, Purchasing Entity shall complete Contractor's acceptance certificate, in a form reasonably acceptable to Purchasing Entity, so long as such certificate does not amend, alter or modify in any way the terms and conditions of this Contract or the obligations hereunder.

9. PARTICIPATION AND PAYMENTS

- a) The Purchasing Entity shall pay for Deliverables only upon acceptance of the Deliverable(s) pursuant to Section 8 and receipt of a properly documented invoice from the Contractor.
- b) The Purchasing Entity shall pay Contractor within 45 days after the Deliverable Acceptance Date and receipt of Contractor's properly documented invoice, whichever is the later date.
- c) Contractor shall not provide Deliverables under this Contract until the Participating State and Contractor execute a mutually acceptable Participating Addendum and the Purchasing Entity has issued a Purchase Order.
- d) The Contract is applicable to any Purchase Order issued by a Participating Entity (and other Purchasing Entities covered by their Participating Addendum), except to the extent the Contract is altered, modified, supplemented or amended by a Participating Addendum. Any alterations, modifications, supplements or amendments to the Contract must be addressed in the Participating Addendum or, with the consent of the Participating Entity and Contractor, may be included in the Purchase Order used by the Purchasing Entity to place the Purchase Order. Such alterations, modifications, supplements or amendments apply only to the Participating Entity signing the Participating Addendum and the Participating Entities or Purchasing Entities ordering under said Participating Addendum.
- e) Use of this Contract is subject to the approval of the respective state's chief procurement official. Subject to applicable law, issues of interpretation and eligibility for participation are solely within the authority of the respective state's chief procurement official.
- f) This Contract and the Participating Addendum are binding only upon the Contractor and the corresponding Participating Entity and Purchasing Entity. The financial obligations of any Participating Entity are limited to those obligations set forth in the Purchase Orders that such particular Participating Entity issues. A Participating Entity's financial obligations under this Contract, and any corresponding Participating Addendum and Purchase Order, are limited only to those obligations incurred by those Purchasing Entities that are part of that Participating Entity's state government. Contractor shall email a fully executed PDF copy of each Participating Addendum to PA@NASPOValuePoint.org to support documentation of participation and posting in appropriate data bases.
- g) The terms of a Participating Addendum or other participating addenda do not and will not be construed to amend the terms of this Contract between the Lead State and Contractor.
- h) Entities who are not states may sign their own Participating Addendum if and to the extent that the chief

procurement official of the State where the Participating Entity is located (or such other approval as may be required by law) gives prior approval of such participation in writing. Participating Entities shall coordinate requests for such participation through NASPO ValuePoint at THay@NASPOValuePoint.org. A chief procurement official's approval to a non-state entity to participate through execution of a Participating Addendum is not a determination that the non-state entity has the necessary or appropriate authority to enter into the Participating Addendum. Prior to executing a Participating Addendum, each entity must ensure that it has the requisite authority to execute a Participating Addendum.

i) The Lead State will not have any rights or be responsible for any obligations, financial or otherwise, of any Participating Entity or Purchasing Entity that is not an entity of the Lead State.

j) (1) Payment shall be made only after the Purchasing Entity receives and accepts the Deliverables and after it receives a properly completed invoice. Unless otherwise specified in the Contract or under the laws, regulations, or both, of the state of a Purchasing Entity, payment for all accepted Deliverables are due within forty-five (45) days after acceptance of the Deliverables. The Contractor shall submit an invoice to the Purchasing Entity for the Performance. The invoice shall include detailed information for Deliverables, delivered and Performed, as applicable, and accepted. Any late payment charges shall be calculated in accordance with the laws and regulations of the Purchasing Entity's state.

10. LICENSED SOFTWARE MAINTENANCE & SUPPORT

a) Contractor represents and warrants that maintenance and support services for the Licensed Software shall be provided to the Purchasing Entity at no additional cost:

1. Contractor shall provide reasonable and competent assistance in accordance with the requirements of Exhibit 5;
2. Contractor shall provide Updates and Upgrades to the Licensed Software at no additional cost to Purchasing Entity;
3. Contractor shall update any Deliverable, if and as required, to cause it to operate under new versions or releases of the operating system(s), database system(s), application servers or report servers that comprise the Purchasing Entity's computer operating environment;

b) Contractor shall maintain sufficient and competent Deliverable support services staff to satisfy the Contractor obligations specified herein for any Deliverable.

c) Contractor shall have access to any Deliverable to provide required services thereon, subject to the Purchasing Entity's access and security policies.

d) Contractor shall maintain at all times a copy of the most current version of the Licensed Software installed at the Purchasing Entity.

Contractor shall provide the Purchasing Entity a complete list of any platform and specification requirements necessary or appropriate to provide technical support services within 15 days from the date that the Purchasing Entity makes the request.

11. NASPO VALUEPOINT PROVISIONS

- a) NASPO ValuePoint is not a party to the Contract. However, the Lead State reserves the right to assign contract administration functions, such as report receipt and coordination of vendor performance reviews, to NASPO ValuePoint.
- b) NASPO ValuePoint Cooperative Program Marketing and Performance Review.

1. Contractor agrees to work cooperatively with NASPO ValuePoint personnel. Contractor agrees to present plans to NASPO ValuePoint for the education of Contractor's contract administrator(s) and sales/marketing workforce regarding the Contract, including the competitive nature of NASPO ValuePoint procurements, the participating addendum process, and the manner in which qualifying entities can participate in the Contract.
2. Contractor agrees to participate in an annual contract performance review at a location selected by the Lead State and NASPO ValuePoint, which may include a discussion of marketing action plans, target strategies, marketing materials, as well as Contractor reporting and timeliness of payment of administration fees.

c) Administrative Fees

1. The Contractor shall pay to NASPO ValuePoint, or its assignee, an administrative fee ("NASPO ValuePoint Administrative Fee") of one-quarter of one percent (0.25% or 0.0025) to be calculated against the total vendor managed service fees paid during the quarter no later than sixty (60) days following the end of each calendar quarter.
2. The NASPO ValuePoint Administrative Fee must be submitted quarterly and is based on all sales of Deliverables under the Contract (less any charges for taxes or shipping).
3. The NASPO ValuePoint Administrative Fee is not negotiable.
4. Some States may require that the Contractor pay a fee to the State but only on purchases made by Purchasing Entities within that State.
 - i. For all such requests, the fee level, payment method and schedule for such reports and payments must be incorporated into the Participating Addendum that is made a part of the Contract.
 - ii. The Contractor may adjust the Contract pricing accordingly for purchases made by Purchasing Entities within the jurisdiction of such States.
 - iii. Such agreements will not affect the NASPO ValuePoint Administrative Fee percentage or the prices paid by Purchasing Entities outside the jurisdiction of the State requesting the additional fee.
 - iv. The NASPO ValuePoint Administrative Fee will be based on the total vendor managed service fees paid during the quarter no later than sixty (60) days following the end of each calendar quarter.

d) Summary and Detailed Usage Reports. Contractor shall provide the following NASPO ValuePoint reports. Additional reports may be required as identified by the Participating Entity in its Participating Addendum.

1. Summary Sales Data: The Contractor shall submit quarterly sales reports directly to NASPO ValuePoint using the NASPO ValuePoint Quarterly Sales/Administrative Fee Reporting Tool found at <http://www.naspo.org/WNCPO/Calculator.aspx>. Any and all sales made under this Contract shall be reported as cumulative totals by State. Even if Contractor experiences zero sales during a calendar quarter, a report is still required. Reports shall be due no later than thirty (30) days following the end of the calendar quarter (as specified in the reporting tool).
2. Detailed Sales Data: Contractor shall also report detailed sales data by: (1) State; (2) entity/customer type, e.g. local government, higher education, K12, non-profit; (3) Purchasing Entity name; (4) Purchasing Entity bill-to and ship-to locations; (5) Purchasing Entity and Contractor Purchase Order identifier/number(s); (6) Purchase Order Type (e.g. sales order, credit, return, upgrade, determined by industry practices); (7) Purchase Order date; (8) ship date; (9) and line item description, including product number if used. Reports are due on a quarterly basis and must be received by the Lead State and NASPO ValuePoint Cooperative Development Team no later than thirty (30) days after the end of the calendar quarter. Reports shall be delivered to the Lead State and to the NASPO ValuePoint

Cooperative Development Team electronically through a designated portal, email, CD-Rom, flash drive or other method as determined by the Lead State and NASPO ValuePoint. Detailed sales data reports shall include sales information for all sales under Participating Addenda executed under this Contract. The format for the detailed sales data report was shown in RFP 14PSX0338, Attachment 7

3. Reportable sales for the summary sales data report and detailed sales data report includes sales to employees for personal use where authorized by the solicitation and the Participating Addendum. Report data for employees should be limited to ONLY the State and entities that are participating under the authority of the applicable Participating Addendum and the amount of sales. No Confidential Information may be submitted with any report.
4. Contractor shall provide the NASPO ValuePoint Cooperative Development Coordinator with an executive summary each quarter that includes, at a minimum, a list of States with an active Participating Addendum, States that Contractor is in negotiations with and any Participating Addendum roll out or implementation activities and issues. NASPO ValuePoint cooperative development coordinator and Contractor will determine the format and content of the executive summary. The executive summary is due thirty (30) days after the conclusion of each calendar quarter.
5. Timely submission of these reports is a material requirement of the Contract. The recipient of the reports shall have exclusive ownership of the media containing the reports. The Lead State and NASPO ValuePoint shall have a perpetual, irrevocable, non-exclusive, royalty free, transferable right to display, modify, copy, and otherwise use reports, data and information provided under this section.

e) NASPO ValuePoint eMarket Center.

1. In July 2011, NASPO ValuePoint entered into a multi-year agreement with SciQuest, Inc. whereby SciQuest will provide certain electronic catalog hosting and management services to enable eligible NASPO ValuePoint's customers to access a central online website to view and/or shop the goods and services available from existing NASPO ValuePoint Cooperative Contracts. The central online website is referred to as the NASPO ValuePoint eMarket Center.
2. The Contractor will have visibility in the eMarket Center through Ordering Instructions. These Ordering Instructions are available at no cost to the Contractor and provide customers information regarding the Contractor's website and ordering information. The Contractor is required at a minimum to participate in the eMarket Center through Ordering Instructions.
3. At a minimum, the Contractor agrees to the following timeline: NASPO ValuePoint eMarket Center Site Admin shall provide a written request to the Contractor to begin Ordering Instruction process. The Contractor shall have thirty (30) days from receipt of written request to work with NASPO ValuePoint to provide any unique information and ordering instructions that the Contractor would like the customer to have.
4. The eMarketCenter has the capability to host a catalog or integrate with a punchout site. While not required for this solicitation, if Contractor later desires to explore the functionality, contact NASPO ValuePoint for the system requirements and implementation terms and conditions.

f) Records Administration and Audit by Purchasing Entities Outside Connecticut.

1. The Contractor shall maintain books, records, documents, and other evidence pertaining to this Contract and Purchase Orders placed by Purchasing Entities under it to the extent and in such detail as shall adequately reflect performance and administration of payments and fees. Contractor shall permit a Participating Entity, a Purchasing Entity, the federal government (including its grant awarding entities and the U.S. Comptroller General), and any other duly authorized agent of a governmental agency, to

audit, inspect, examine, copy and/or transcribe Contractor's books, documents, papers and records directly pertinent to Purchase Orders placed by a Purchasing Entity under it for the purpose of making audits, examinations, excerpts, and transcriptions. This right shall survive for a period of five (5) years following termination of this Contract or final payment for any order placed by a Purchasing Entity against this Contract, whichever is later, or such longer period as is required by the Purchasing Entity's state statutes, to assure compliance with the terms hereof or to evaluate performance hereunder.

2. Without limiting any other remedy available to any governmental entity, the Contractor shall reimburse the applicable Purchasing Entity for any overpayments inconsistent with the terms of the Contract or Purchase Orders or underpayment of fees found as a result of the examination of the Contractor's records.

g) Governing Law for Orders by Purchasing Entities Outside Connecticut.

1. The construction and effect of the terms of any Participating Addendum or Purchase Order issued against the Contract shall be governed by and construed in accordance with the laws of the Participating Entity's or Purchasing Entity's state.
2. Venue for any claim, dispute, or action concerning the any Purchase Order placed against the Contract or the effect of a Participating Addendum shall be in the Purchasing Entity's state.

12. RESERVED

13. RESERVED

14. RESERVED

15. RESERVED

16. LICENSED SOFTWARE

a) In the event any Licensed Software Deliverable becomes the actual or prospective subject of any patent, copyright, license & proprietary rights claim or proceeding, Contractor may, at its discretion:

1. Modify the Deliverable or substitute another equally suitable Deliverable (provided that the performance of the modified or substitute Deliverable equals or exceeds that of the original Deliverable);
2. Obtain for the Purchasing Entity the right to continued use of the Deliverable; or

b) Contractor shall not have any liability for any infringement claim or proceeding based on the Purchasing Entity's use of a Deliverable for which it was neither designed nor intended.

c) The Purchasing Entity shall maintain the confidentiality of any such Licensed Software Deliverable consistent with its privileged nature, and shall not divulge the Deliverable or make it available to any third party, except as may be noted elsewhere in this Contract or as it may be required under (1) the Connecticut Freedom of Information Act, in a matter involving the Lead State or (2) the laws and regulations of a Purchasing Entity's state, in a matter involving a Purchasing Entity. This obligation survives the expiration or early termination of this Contract.

d) None of the Lead State, Participating Entity or the Purchasing Entity shall reproduce, create derivative works, translate, reverse engineer or decompile the Licensed Software, in whole or in part, nor create or attempt to create, by reverse engineering or disassembling of the design, algorithms or other proprietary trade secrets of the Licensed Software.

17. RESERVED

18. RESERVED

19. CONFIDENTIALITY; NONDISCLOSURE

a) The Lead State, Participating Entities and Purchasing Entities shall exercise at least the same degree of care to safeguard any trade secrets or confidential information of Contractor as the Lead State, Participating Entities and Purchasing Entities do their own property of a similar nature and shall take reasonable steps to assure that neither the Licensed Software nor any part thereof received by the Lead State, Participating Entities or Purchasing Entities under this Contract shall be disclosed for reasons other than their respective business operations. Such prohibition on disclosures shall not apply to disclosures by the Lead State, Participating Entities or Purchasing Entities to employees or representatives, provided such disclosures are reasonably necessary to the Lead State, Participating Entity's or Purchasing Entity's use of the Deliverable, and provided further that each shall take all reasonable steps to ensure that the Deliverable is not disclosed in contravention of this Contract. The Performance of the requirements of this section shall be subject to the State's applicable freedom of information act or law, as amended, in a matter involving the Lead State, or to the laws and regulations of a Purchasing Entity's state, in a matter involving a Purchasing Entity.

b) All Records, including any data owned by the Lead State, Participating Entity or Purchasing Entity in any form, in the possession of the Contractor or Contractor Parties must remain within the United States and may be not be stored, hosted or otherwise maintained outside of the United States.

20. PROTECTION OF CONFIDENTIAL INFORMATION

a) Contractor and Contractor Parties, at their own expense, have a duty to and shall protect from a Confidential Information Breach any and all Confidential Information which they come to possess or control, wherever and however stored or maintained, in a commercially reasonable manner in accordance with current industry standards.

b) Each Contractor or Contractor Party shall develop, implement and maintain a comprehensive data - security program for the protection of Confidential Information. The safeguards contained in such program shall be consistent with and comply with the safeguards for protection of Confidential Information, and information of a similar character, as set forth in all applicable federal and state law and written policy of the Purchasing Entity's State concerning the confidentiality of Confidential Information. Such data-security program shall include, but not be limited to, the following:

1. A security policy for employees related to the storage, access and transportation of data containing Confidential Information;
2. Reasonable restrictions on access to records containing Confidential Information, including access to any locked storage where such records are kept;
3. A process for reviewing policies and security measures at least annually;
4. Creating secure access controls to Confidential Information, including but not limited to passwords; and
5. Encrypting of Confidential Information that is stored on laptops, portable devices or being transmitted electronically.

c) The Contractor and Contractor Parties shall notify the Lead State, the Purchasing Entity and the Connecticut Office of the Attorney General as soon as practical, but no later than twenty-four (24) hours, after they become aware of or suspect that any Confidential Information which Contractor or Contractor Parties have come to possess or control has been subject to a Confidential Information Breach. If a Confidential Information Breach has occurred, the Contractor shall, within three (3) business days after the notification, present a credit monitoring and protection plan to the

Commissioner of Administrative Services, the Purchasing Entity and the Connecticut Office of the Attorney General, for review and approval. Such credit monitoring or protection plan shall be made available by the Contractor at its own cost and expense to all individuals affected by the Confidential Information Breach. Such credit monitoring or protection plan shall include, but is not limited to reimbursement for the cost of placing and lifting one (1) security freeze per credit file pursuant to Connecticut General Statutes § 36a-701a. Such credit monitoring or protection plans shall be approved by the Participating Entity in accordance with this section and shall cover a length of time commensurate with the circumstances of the Confidential Information Breach. The Contractors' costs and expenses for the credit monitoring and protection plan shall not be recoverable from the Lead State, the Purchasing Entity, any entity therein, or any affected individuals.

d) The Contractor shall incorporate the requirements of this section in all subcontracts requiring each Contractor Party to safeguard Confidential Information in the same manner as provided for in this section.

e) Nothing in this section shall supersede in any manner Contractor's or Contractor Party's obligations pursuant to the Health Insurance Portability and Accountability Act of 1996 or any provisions of this Contract concerning the obligations of the Contractor as a business associate of a covered entity (as such terms are defined in 45 C.F.R. § 160.103).

21. FEDERAL FUNDS

Pursuant to Appendix II to 2 Code of Federal Regulations (CFR) Part 200, Contract Provisions for Non-Federal Entity Contracts Under Federal Awards, Purchase Orders funded with federal funds may have additional contractual requirements or certifications that must be satisfied at the time the Purchase Order is placed or upon delivery. These federal requirements may be proposed by Participating Entities in Participating Addenda and Purchasing Entities for incorporation in Purchase Orders placed under this Contract.

22. RISK OF LOSS & INSURANCE

a) The Purchasing Entity shall not be liable to Contractor for any risk of Deliverable loss or damage while Deliverable is in transit, or while in the Purchasing Entity's possession, except when such loss or damage is due directly to the Purchasing Entity's negligence or intentional misconduct. Nothing in this section is intended nor shall it be construed, in any manner, as waiving or compromising the sovereign immunity of any state.

b) Throughout the Term, Contractor shall maintain, at Contractor's sole cost and expense, a policy or policies of commercial general liability insurance, including contractual liability coverage, in an amount not less than \$1,000,000.00 for all damages arising out of bodily injuries to, or death of, all persons and injuries to or destruction of property, in any one accident or occurrence, and, subject to that limit per accident, a total (or aggregate) limit of \$2,000,000.00 per occurrence for all damages arising out of bodily injuries to, or death of, all persons and injuries to or destruction of property per policy period. Such insurance policy or policies shall name the Lead State as additional insured. The Contractor shall cause the Lead State to be named as an additional insured on the policy and shall provide (1) a certificate of insurance, (2) the declaration page and (3) the additional insured endorsement to the policy to DAS, all in an electronic format acceptable to the Lead State, prior to the Effective Date of the Contract. The Contractor shall not begin Performance until the delivery of these three documents to the Lead State. Contractor shall provide an annual electronic update of the three documents to the Lead State on or before each anniversary of the Effective Date during the Term. Contractor shall also name the Participating Entity, and if requested the Purchasing Entity, as additional insureds to its insurance policies. Contractor shall provide the Participating Entity a certificate of insurance evidencing the above coverage on an annual basis and shall not begin performance of the Services until such a certificate has been provided to such Participating Entity, and if requested, Purchasing Entity.

c) During the Term, and for a period of three (3) years thereafter, the Contractor shall carry Professional Liability Insurance in the amount of \$1,000,000 per Claim and Annual Aggregate. Contractor shall provide the Lead State a certificate of insurance evidencing such Professional Liability Insurance coverage upon written request on an annual basis and shall not begin Performance of the Services until such a certificate has been provided to the Lead State, or in connection with a Participating Addendum, the Participating Entity and if applicable, Purchasing Entity.

d) All insurance with the exception of the professional liability insurance required under (c) above must be written on an occurrence basis as opposed to "claims made" basis.

23. DELIVERABLE ALTERATIONS

a) This section applies only to Deliverables that do not include or incorporate Licensed Software as an operational component and applies only to Alterations made during the Warranty Period.

b) During the Warranty Period, Alterations of a Deliverable may be made by the Purchasing Entity only with the prior written consent of Contractor and/or manufacturer. Such consent shall not be unreasonably withheld or delayed and shall be provided without cost to the Purchasing Entity.

24. FORCE MAJEURE

Neither party shall be responsible for delays or failures in its obligations herein due to any cause beyond its reasonable control. Such causes shall include, but not be limited to, strikes, lockouts, riot, sabotage, rebellion, insurrection, acts of war or the public enemy, acts of terrorism, unavailable raw materials, telecommunication or power failure, fire, flood, earthquake, epidemics, natural disasters, and acts of God.

25. CROSS-DEFAULT

a) If the Contractor or Contractor Parties breach, default or in any way fail to Perform satisfactorily under the Contract, then DAS may, in its sole discretion, without more and without any action whatsoever required of the Lead State, treat any such event as a breach, default or failure to Perform under any or all other Participating Addenda, Purchase Orders, agreements or arrangements ("Other Agreements") that the Contractor or Contractor Parties have under this Contract. Accordingly, DAS may then exercise at its sole option any and all of its rights or remedies provided for in the Contract or Other Agreements, either selectively or collectively and without such election being deemed to prejudice any rights or remedies of DAS, as if the Contractor or Contractor Parties had suffered a breach, default or failure to perform under the Other Agreements.

b) If the Contractor or Contractor Parties breach, default or in any way fail to Perform satisfactorily under any or all Other Agreements, then DAS may, in its sole discretion, without more and without any action whatsoever required of the Lead State, treat any such event as a breach, default or failure to Perform under the Contract. Accordingly, the Lead State may then exercise at its sole option any and all of its rights or remedies provided for in the Other Agreements or the Contract, either selectively or collectively and without such election being deemed to prejudice any rights or remedies of DAS or the Lead State, as if the Contractor or Contractor Parties had suffered a breach, default or failure to Perform under the Contract.

26. GENERAL PROVISIONS

a) Section headings and document titles used in this Contract are included for convenience only and shall not be

used in any substantive interpretation of this Contract.

b) If any term or condition of this Contract is decided by a proper authority to be invalid, the remaining provisions of the Contract shall be unimpaired and the invalid provision shall be replaced by a provision which comes closest to the intention underlying the invalid provision. Contractor shall comply with the statutes, regulations, Executive Orders and policies incorporated into this Contract to the extent that such statutes, regulations, Executive Orders and/or policies are applicable to Contractor in connection with its Performance under this Contract.

c) The failure at any time by either party to this Contract to require Performance by the other party of any provision hereof shall not affect in any way the full right to require such Performance at any time thereafter. The failure of either party to enforce or pursue a right or remedy shall not constitute a waiver of the right or remedy itself, unless such a waiver is expressed in writing and signed by a duly authorized representative of the waiving party.

d) In any case where the consent or approval of either party is required to be obtained under this Contract, such consent or approval shall not be unreasonably withheld or delayed. No such consent or approval shall be valid unless in writing and signed by a duly authorized representative of that party. Such consent or approval shall apply only to the given instance, and shall not be deemed to be a consent to, or approval of, any subsequent like act or inaction by either party.

e) The Purchasing Entity shall not remove or destroy any proprietary markings or proprietary legends placed upon or contained within any Deliverable.

f) Except as may be otherwise provided for in this Contract, the Purchasing Entity shall not assign, mortgage, alter, relocate or give up possession of any Deliverable to which Contractor retains title without the prior written consent of Contractor.

g) Contractor represents and warrants that it shall not, without prior written consent from the Lead State or, if applicable, Participating Entity, make any reference to the Purchasing Entity or the State in any of Contractor's advertising or news releases. Without such permission, the Contractor may only name the Lead State, Participating Entities and Purchasing Entities as a specific citation within proposals it submits.

h) Contractor shall execute any and all documents or to take any actions which may be reasonably necessary to perfect the rights granted to the Purchasing Entity in Section 16.

i) Neither Purchasing Entity nor Contractor's personnel who had substantive contact with personnel of the other in the course of the Performance of the Services hereunder shall directly or indirectly employ, solicit, engage or retain the services of such an employee of the other party to this Contract during its Term and for a period of one year from the Termination of this Contract or such longer period as may be required by Participating Entity's state statute. This provision shall not restrict the right of either party to solicit or recruit generally in the media.

j) The Purchasing Entity shall cooperate with Contractor in the Performance by Contractor of the services hereunder, including, (i) providing Contractor with adequate working space, equipment and facilities and timely access to data, information, and personnel of the Purchasing Entity; (ii) providing experienced and qualified personnel to perform their assigned tasks and duties in a competent and timely fashion; (iii) providing a stable, fully functional system infrastructure environment which will support the Deliverables and allow Contractor and the Purchasing Entity to work productively; and (iv) promptly notifying Contractor of any issues, concerns or disputes with respect to the services provided by Contractor hereunder. The Contractor shall not be responsible for, among other things, the performance of the Purchasing Entity's personnel and agents, and the accuracy and completeness of all data and information provided to Contractor by the Purchasing Entity for purposes of the performance of the services hereunder.

k) Each of the Lead State and Contractor is an independent contractor and neither of them is, nor shall be considered to be, nor shall purport to act as, the other's agent, partner, fiduciary, joint venturer, or representative.

l) Contractor may (i) provide any Services to any person or entity, and (ii) develop for itself, or for others, materials or processes including those that may be similar to those produced as a result of the services hereunder, provided that, Contractor complies with its obligations of confidentiality set forth in Sections 16, 19 and 20.

m) All references in this Contract to any statute, public act, regulation, code or executive order shall mean such statute, public act, regulation, code or executive order, respectively, as it has been amended, replaced or superseded at any time. Notwithstanding any language in this Contract that relates to such statute, public act, regulation, code or executive order, and notwithstanding a lack of a formal amendment to this Contract, this Contract shall always be read and interpreted as if it contained the most current and applicable wording and requirements of such statute, public act, regulation, code or executive order as if their most current language had been used in and requirements incorporated into this Contract at the time of its execution.

27. WORKING AND LABOR SYNERGIES

The Contractor shall be responsible for maintaining a tranquil working relationship between the Contractor work force, the Contractor Parties and their work force, state employees, and any other contractors present at the work site. The Contractor shall quickly resolve all labor disputes which result from the Contractor's or Contractor Parties' presence at the work site, or other action under their control. Labor disputes shall not be deemed to be sufficient cause to allow the Contractor to make any claim for additional compensation for cost, expenses or any other loss or damage, nor shall those disputes be deemed to be sufficient reason to relieve the Contractor from any of its obligations under the Contract.

28. COMMUNICATIONS

a) Unless notified otherwise by the other party in writing, correspondence, notices, and coordination between the parties to this Contract as to general business matters or the terms and conditions herein shall be directed to:

Lead State: Connecticut Department of Administrative Services
Director of Procurement/14PSX0338AA
MS 1202
450 Columbus Boulevard
Hartford, CT 06103

Contractor: At the address set forth on Form SP-38

b) Details regarding Contractor invoices and all technical or day-to-day administrative matters pertaining to any Deliverable shall be directed to:

Purchasing Entity: The individual specified in the applicable Purchase Order.

Contractor: The individual designated by Contractor in writing to the Purchasing Entity.

29. RESERVED

30. WHISTLEBLOWER PROVISION

This Contract may be subject to the provisions of Section 4-61dd of the Connecticut General Statutes. In accordance with this statute, if an officer, employee or appointing authority of the Contractor takes or threatens to take any personnel action against any employee of the Contractor in retaliation for such employee's disclosure of information to any employee of the contracting state or quasi-public agency or the Auditors of Public Accounts or the Attorney General under the provisions of subsection (a) of such statute, the Contractor shall be liable for a civil penalty of not more than five thousand dollars for each offense, up to a maximum of twenty per cent of the value of this Contract. Each violation shall be a separate and distinct offense and in the case of a continuing violation, each calendar day's continuance of the violation shall be deemed to be a separate and distinct offense. The Lead State may request that the Attorney General bring a civil action in the Superior Court for the Judicial District of Hartford to seek imposition and recovery of such civil penalty. In accordance with subsection (f) of such statute, each large state contractor, as defined in the statute, shall post a notice of the provisions of the statute relating to large state contractors in a conspicuous place which is readily available for viewing by the employees of the Contractor.

31. DISCLOSURE OF PUBLIC RECORDS PROVISION

This Contract may be subject to the provisions of Section 1-218 of the Connecticut General Statutes. In accordance with this statute, each contract in excess of two million five hundred thousand dollars between a public agency and a person for the performance of a governmental function shall (a) provide that the public agency is entitled to receive a copy of records and files related to the performance of the governmental function, and (b) indicate that such records and files are subject to FOIA and may be disclosed by the public agency pursuant to FOIA. No request to inspect or copy such records or files shall be valid unless the request is made to the public agency in accordance with FOIA. Any complaint by a person who is denied the right to inspect or copy such records or files shall be brought to the Freedom of Information Commission in accordance with the provisions of Sections 1-205 and 1-206 of the Connecticut General Statutes.

32. FORUM AND CHOICE OF LAW

The parties deem the Contract to have been made in the City of Hartford, State of Connecticut. Both parties agree that it is fair and reasonable for the validity and construction of the Contract to be, and it shall be, governed by the laws and court decisions of the State of Connecticut, without giving effect to its principles of conflicts of laws. To the extent that any immunities provided by Federal law or the laws of the State of Connecticut do not bar an action against the Lead State, and to the extent that these courts are courts of competent jurisdiction, for the purpose of venue, the complaint shall be made returnable to the Judicial District of Hartford only or shall be brought in the United States District Court for the District of Connecticut only, and shall not be transferred to any other court, provided, however, that nothing here constitutes a waiver or compromise of the sovereign immunity of the State of Connecticut. The Contractor waives any objection which it may now have or will have to the laying of venue of any Claims in any forum and further irrevocably submits to such jurisdiction in any suit, action or proceeding.

33. BREACH

a) If either party breaches the Contract in any respect, the non-breaching party shall provide written notice of the breach to the breaching party by overnight or certified mail, return receipt requested, to the most current address the breaching party has furnished for the purposes of correspondence and afford the breaching party an opportunity to cure as referenced in Exhibit 4 under Corrective Action Plan.

b) In the event of a breach, the Lead State shall require the Contractor to adhere to the Corrective Action Plan in Exhibit 4 in connection with an identified breach. Notwithstanding the submission and acceptance of a Corrective

Action Plan, Contractor remains responsible for achieving all Performance criteria. The acceptance of a Corrective Action Plan shall not excuse prior substandard Performance, relieve Contractor of its duty to comply with Performance standards, or prohibit the Lead State or Purchasing Entity from pursuing additional remedies or other approaches to correct substandard Performance.

c) The written notice of the breach may include an effective Termination date. If the identified breach is not cured by the stated Termination date, unless otherwise modified by the non-breaching party in writing prior to such date, no further action shall be required of any party to effect the Termination as of the stated date. If the notice does not set forth an effective Termination date, the non-breaching party shall be required to provide the breaching party no less than twenty four (24) hours written notice prior to terminating the Contract, such notice to be provided in accordance with Section 29(c).

d) If the Purchasing Entity reasonably and in good faith determines the Contractor has not Performed in accordance with the Contract, the Purchasing Entity may withhold payment in whole or in part in an amount reasonably related to the non-performance pending resolution of the Performance issue, provided that the Purchasing Entity notifies the Contractor in writing prior to the date that the payment would have been due.

e) Notwithstanding any provisions in this Contract, DAS may terminate this Contract with no right to cure period for Contractor's breach or violation of any of the provisions in the section concerning Representations and Warranties and revoke any consent to assignments given as if the assignments had never been requested or consented to, without liability to the Contractor or Contractor Parties or any third party.

f) Termination under this Breach section is subject to the provisions of the Termination section in this Contract.

g) With respect to breach of any Purchase Order by Purchasing Entities not part of the State of Connecticut, the Purchasing Entity shall follow the procedures in this section, or shall follow the Purchasing Entity's own procedures as set forth in the Participating Addendum. The Purchasing Entity may withhold payment in whole or in part pending resolution of the Performance issue, provided that the Purchasing Entity notifies the Contractor in writing prior to the date that the payment would have been due in accordance with the SOW.

34. TERMINATION

a) Notwithstanding any provisions in this Contract, the Purchasing Entity, through a duly authorized employee, may Terminate its Purchase Order whenever Purchasing Entity makes a written determination that such Termination is in the best interests of the Purchasing Entity. The Purchasing Entity shall notify the Lead State and the Contractor in writing of Termination pursuant to this section, which notice shall specify the effective date of Termination and the extent to which the Contractor must complete its Performance under the Contract and applicable Purchase Order prior to such date. Participating Entities also may Terminate their Participating Addendum whenever the Participating Entity makes a written determination that such Termination is in the best interests of the Participating Entity, after notifying the Lead State and the Contractor in accordance with the immediately preceding sentence.

b) Notwithstanding any provisions in this Contract, the DAS, through a duly authorized employee, may Terminate the Contract whenever DAS makes a written determination that such Termination is in the best interests of the Lead State. DAS shall notify the Contractor in writing of Termination pursuant to this section, which notice shall specify the effective date of Termination and the extent to which the Contractor must complete its Performance under the Contract prior to such date.

c) Notwithstanding any provisions in this Contract, DAS, through a duly authorized employee, may, after making a written determination that the Contractor has breached the Contract, Terminate the Contract with the Contractor in accordance with the provisions in the Breach section of this Contract.

- d) DAS shall send the notice of Termination via certified mail, return receipt requested, to the Contractor at the most current address which the Contractor has furnished to DAS for purposes of correspondence, or by hand delivery. Upon receiving the notice from the DAS, the Contractor shall immediately discontinue all services affected in accordance with the notice, undertake commercially reasonable efforts to mitigate any losses or damages and deliver to the Purchasing Entity all Records. The Records are deemed to be the property of the Purchasing Entity and the Contractor shall deliver them to the Purchasing Entity no later than thirty (30) days after the Termination of the Contract or fifteen (15) days after the Contractor receives a written request from the Purchasing Entity for the Records. The Contractor shall deliver those Records that exist in electronic, magnetic or other intangible form in a non-proprietary format, such as, but not limited to, ASCII or .TXT.
- e) Upon receipt of a written notice of Termination from DAS, the Contractor shall cease operations as DAS directs in the notice, and take all actions that are necessary or appropriate, or that DAS may reasonably direct, for the protection, and preservation of the Goods and any other property. Except for any work which DAS directs the Contractor to Perform in the notice prior to the effective date of Termination, and except as otherwise provided in the notice, the Contractor shall terminate or conclude all existing subcontracts and purchase orders and shall not enter into any further subcontracts, purchase orders or commitments.
- f) The Purchasing Entity shall, within forty-five (45) days of the effective date of Termination, reimburse the Contractor for its Performance rendered and accepted by the Purchasing Entity, in addition to all reasonable costs, incurred after Termination in completing those portions of the Performance which the notice required the Contractor to complete. However, the Contractor is not entitled to receive and the Purchasing Entity is not obligated to tender to the Contractor any payments for anticipated or lost profits.
- g) Upon request by DAS, the Contractor shall assign to DAS or the Purchasing Entity, or any replacement contractor which DAS or the Purchasing Entity designates, all subcontracts, purchase orders, and other information pertaining to its Performance, and remove, whether leased or owned, all of Contractor's property, equipment, waste material and rubbish related to its Performance, all as DAS may request.
- h) For breach or violation of any of the provisions in the section concerning Representations and Warranties, the DAS may Terminate the Contract in accordance with its terms and revoke any consents to assignments given as if the assignments had never been requested or consented to, without liability to the Contractor or Contractor Parties or any third party.
- i) Upon Termination of the Contract, all rights and obligations shall be null and void, so that no party shall have any further rights or obligations to any other party, except with respect to the sections which survive Termination. All representations, warranties, agreements and rights of the parties under the Contract shall survive such Termination to the extent not otherwise limited in the Contract and without each one of them having to be specifically mentioned in the Contract.
- j) Termination of the Contract pursuant to this section shall not be deemed to be a breach of the Contract by, DAS, the Lead State or Purchasing Entity.

35. REPRESENTATIONS AND WARRANTIES

The Contractor represents and warrants for itself and the Contractor Parties that:

if they are entities, they are duly and validly existing under the laws of their respective states of organization and authorized to conduct business in the State of Connecticut or, if applicable, in the Participating Entity's state, in the manner contemplated by the Contract. Further, as appropriate, they have taken all necessary action to authorize the execution, delivery and Performance of the Contract and have the power and authority to execute, deliver and Perform their obligations under the Contract;

- a) they will comply with all applicable State and Federal laws and municipal ordinances in satisfying their obligations to the Lead State under and pursuant to the Contract, including, but not limited to (1) Connecticut General Statutes Title 1, Chapter 10, concerning the Lead State's Codes of Ethics and (2) Title 4a concerning Lead State purchasing, including, but not limited to Section 22a-194a concerning the use of polystyrene foam;
- b) the execution, delivery and Performance of the Contract will not violate, be in conflict with, result in a breach of or constitute (with or without due notice and/or lapse of time) a default under any of the following, as applicable: (1) any provision of law; (2) any order of any court or any state; or (3) any indenture, agreement, document or other instrument to which it is a party or by which it may be bound;
- c) they are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any governmental entity;
- d) as applicable, they have not, within the three years preceding the Contract, in any of their current or former jobs, been convicted of, or had a civil judgment rendered against them or against any person who would Perform under the Contract, for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a transaction or contract with any governmental entity. This includes, but is not limited to, violation of Federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records or property, making false statements, or receiving stolen property;
- e) they are not presently indicted for or otherwise criminally or civilly charged by any governmental entity with commission of any of the offenses listed above;
- f) they have not within the three years preceding the Contract had one or more contracts with any governmental entity terminated for breach or default;
- g) they have not employed or retained any entity or person, other than a bona fide employee working solely for them, to solicit or secure the Contract and that they have not paid or agreed to pay any entity or person, other than a bona fide employee working solely for them, any fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of the Contract or any assignments made in accordance with the terms of the Contract;
- h) to the best of their knowledge, there are no Claims involving the Contractor or Contractor Parties that might reasonably be expected to materially adversely affect their businesses, operations, assets, properties, financial stability, business prospects or ability to Perform fully under the Contract;
- i) they shall disclose, to the best of their knowledge, to the Lead State in writing any Claims involving them that might reasonably be expected to materially adversely affect their businesses, operations, assets, properties, financial stability, business prospects or ability to Perform fully under the Contract, no later than twenty (20) calendar days after becoming aware of any such Claims. For purposes of the Contractor's obligation to disclose any Claims to the Lead State, the ten (10) calendar days in the section of this Contract concerning disclosure of Contractor Parties litigation shall run consecutively with the ten (10) days provided for in this representation and warranty;
- j) their participation in the Solicitation process is not a conflict of interest or a breach of ethics under the provisions of Title 1, Chapter 10 of the Connecticut General Statutes concerning the Lead State's Code of Ethics;
- k) the proposal submitted by Contractor in response to the Solicitation was not made in connection or concert with any other person, entity or proposer, including any affiliate (as defined in the Tangible Personal Property section of this Contract) of the proposer, submitting a proposal for the same Solicitation, and is in all respects fair and without collusion or fraud;
- l) they are able to Perform under the Contract using their own resources or the resources of a party who was not a proposer;

- m) the Contractor shall obtain in a written contract all of the representations and warranties in this section from any Contractor Parties and require that provision be included in any contracts and purchase orders with such Contractor Parties;
- n) they have paid all applicable workers' compensation second injury fund assessments concerning all previous work done in Connecticut; they have a record of compliance with Occupational Health and Safety Administration regulations without any unabated, willful or serious violations;
- o) they are not delinquent in the payment of unemployment compensation contributions;
- p) they are not delinquent in the payment of any taxes owed, or, that they have filed a sales tax security bond, and they have, if and as applicable, filed for motor carrier road tax stickers and have paid all outstanding road taxes;
- q) all of their vehicles have current registrations and, unless such vehicles are no longer in service, they shall not allow any such registrations to lapse;
- r) each Contractor Party has vested in the Contractor plenary authority to bind the Contractor Parties to the full extent necessary or appropriate to ensure full compliance with and Performance in accordance with all of the terms and conditions of the Contract and that all appropriate parties shall also provide, no later than fifteen (15) days after receiving a request from the Lead State, Participating Entity or the Purchasing Entity, such information as the Lead State, Participating Entity or the Purchasing Entity may require to evidence, in their sole determination, compliance with this section;
- s) they either own or have the authority to use all the Goods;
- t) to the best of Contractor's knowledge, the Goods do not infringe or misappropriate any patent, copyright, trade secret or other intellectual property right of a third party;
- u) the Purchasing Entity's use of any Goods in a manner consistent with this Contract shall not infringe or misappropriate any patent, trade secret or other intellectual property right of a third party;
- v) if they procure any Goods, they shall sub-license such Goods and that the Purchasing Entity shall be afforded the full benefits of any manufacturer or subcontractor licenses for the use of the Goods; and
- w) they shall assign or otherwise transfer to the Purchasing Entity, or afford the Purchasing Entity the full benefits of any manufacturer's warranty for the Goods, to the extent that such warranties are assignable or otherwise transferable to the Purchasing Entity.

36. DISCLOSURE OF CONTRACTOR PARTIES LITIGATION

The Contractor shall require that all Contractor Parties, as appropriate, disclose to the Contractor, to the best of their knowledge, any Claims involving the Contractor Parties that might reasonably be expected to materially adversely affect their businesses, operations, assets, properties, financial stability, business prospects or ability to Perform fully under the Contract, no later than twenty (20) calendar days after becoming aware of any such Claims. Disclosure shall be in writing.

37. STATE COMPTROLLER'S SPECIFICATIONS

In accordance with Conn. Gen. Stat. § 4d-31, this Contract is deemed to have incorporated within it, and the Contractor shall deliver any Goods and Services for the State of Connecticut in compliance with, all specifications established by the Lead State's Comptroller to ensure that all policies, procedures, processes and control systems, including hardware, software and protocols, which are established or provided by the Contractor or Contractor Parties, are compatible with

and support the Lead State's core financial systems, including but not limited to, accounting, payroll, time and attendance, and retirement systems.

38. CHIEF INFORMATION OFFICER SUBCONTRACT APPROVAL

In accordance with Conn. Gen. Stat. § 4d-32, the Contractor shall not award a subcontract for work for the Lead State under this Contract without having first obtained the written approval of the Chief Information Officer of the Department of Administrative Services or their designee of the selection of the subcontractor and of the provisions of the subcontract. The Contractor shall deliver a copy of each executed subcontract or amendment to the subcontract to the Chief Information Officer, who shall maintain the subcontract or amendment as a public record, as defined in Conn. Gen. Stat. § 1-200.

39. RIGHTS TO AND INTEGRITY OF PUBLIC RECORDS

In accordance with Conn. Gen. Stat. § 4d-34, (a) neither the Contractor nor Contractor Parties shall have any Title in or to (1) any public records which the Contractor or Contractor Parties possess, modify or create pursuant to a contract, subcontract or amendment to a contract or subcontract, or (2) any modifications by such contractor, subcontractor, employee or agent to such public records; (b) neither the Contractor nor Contractor Parties shall impair the integrity of any public records which they possess or create; and (c) public records which the Contractor or Contractor Parties possess, modify or create pursuant to this Contract or other contract, subcontract or amendment to a contract or subcontract shall at all times and for all purposes remain the property of the Lead State. For purposes of this section, "public records" shall have the meaning set forth in Conn. Gen. Stat. § 4-33, as it may be modified from time to time.

40. PUBLIC RECORDS AND FOIA

In accordance with Conn. Gen. Stat. § 4d-35, any public record which a state agency provides to the Contractor or Contractor Parties shall remain a public record for the purposes of subsection (a) of Section 1-210 and as to such public records, the Lead State, the Contractor and Contractor Parties shall have a joint and several obligation to comply with the obligations of the state agency under the Freedom of Information Act (FOIA), as defined in Section 1-200, provided that the determination of whether or not to disclose a particular record or type of record shall be made by such state agency.

41. DISCLOSURE OF PUBLIC RECORDS

In accordance with Conn. Gen. Stat. § 4d-36, neither the Contractor nor Contractor Parties shall disclose to the public any public records (a) which they possess, modify or create pursuant to this Contract or any contract, subcontract or amendment to a contract or subcontract and (b) which a state agency (1) is prohibited from disclosing pursuant to state or federal law in all cases, (2) may disclose pursuant to state or federal law only to certain entities or individuals or under certain conditions or (3) may withhold from disclosure pursuant to state or federal law. This provision shall not be construed to prohibit the Contractor from disclosing such public records to any Contractor Parties to carry out the purposes of its subcontract. For purposes of this section, "public records" shall have the meaning set forth in Conn. Gen. Stat. § 1-200, as it may be modified from time to time.

42. PROFITING FROM PUBLIC RECORDS

In accordance with Conn. Gen. Stat. § 4d-37, neither the Contractor nor Contractor Parties shall sell, market or otherwise profit from the disclosure or use of any public records which are in their possession pursuant to this Contract or any contract, subcontract or amendment to a contract or subcontract, except as authorized in this Contract. For

purposes of this section, "public records" shall have the meaning set forth in Conn. Gen. Stat. § 1-200, as it may be modified from time to time.

43. CONTRACTOR'S OBLIGATION TO NOTIFY DAS CONCERNING PUBLIC RECORDS

In accordance with Conn. Gen. Stat. § 4d-38, if the Contractor or Contractor Parties learn of any violation of the provisions of Conn. Gen. Stat. §§ 4d-36 or 4d-37 they shall, no later than seven calendar days after learning of such violation, notify the Chief Information Officer of such violation.

44. GENERAL ASSEMBLY ACCESS TO RECORDS

In accordance with Conn. Gen. Stat. § 4d-40, the Joint Committee on Legislative Management and each nonpartisan office of the General Assembly shall continue to have access to DAS records that is not less than the access that said committee and such offices have on July 1, 1997.

45. CONTINUITY OF SYSTEMS

- a) This section is intended to comply with Conn. Gen. Stat. §4d-44, as it may be amended, and shall apply specifically to Lead State.
- b) The Contractor acknowledges that the Systems and associated services are important to the function of state government and that they must continue without interruption. Pursuant to Conn. Gen. Stat. §4d-44, as it may be amended, if the work under the Contract, any subcontract, or amendment to either, is transferred back to the Lead State or to another contractor at any time for any reason, then the Contractor shall cooperate fully with the Lead State, and do and Perform all acts and things that DAS deems to be necessary or appropriate, to ensure continuity of state agency information system and telecommunication system facilities, equipment and services so that there is no disruption or interruption in Performance as required or permitted in the Contract. The Contractor shall not enter into any subcontract for any part of the Performance under the Contract without approval of such subcontract by DAS, as required by Conn. Gen. Stat. §4d-32, as it may be amended, and without such subcontract including a provision that obligates the subcontractor to comply fully with Conn. Gen. Stat. §4d-44, as it may be amended, as if the subcontractor were in fact the Contractor. The Contractor shall make a full and complete disclosure of and delivery to DAS or its representatives of all Records and "Public Records," as that term is defined in Conn. Gen. Stat. §4d-33, as it may be amended, in whatever form they exist or are stored and maintained and wherever located, directly or indirectly concerning the Contract.
- c) The parties shall follow the below applicable and respective procedures in order to ensure the orderly transfer to the Lead State the following:
 - 1. facilities and equipment: Unless a shorter period is necessary or appropriate to ensure compliance with subsection (a) above, in which case that shorter period shall apply, the Contractor shall deliver to DAS, F.O.B. Hartford, Connecticut or other Lead State location which DAS identifies, all facilities and equipment related to or arising out of the Contract, subcontract or amendment, no later than 10 days from the date that the work under the Contract is transferred back to the Lead State or to another contractor for any reason. The Contractor shall deliver the facilities and equipment to DAS, during DAS's business hours, in good working order and in appropriately protective packaging to ensure delivery without damage. Concurrent with this delivery, the Contractor shall also deliver all related operation manuals and other documentation in whatever form they exist and a list of all related passwords and security codes;
 - 2. software Deliverables created or modified pursuant to the Contract, subcontract or amendment: Unless a shorter period is necessary or appropriate to ensure compliance with subsection (a) above, in which case that

shorter period shall apply, the Contractor shall deliver to DAS, F.O.B. Hartford, Connecticut or other location which DAS identifies, all Deliverables, no later than 10 days from the date that the work under the SOW or Contract is transferred back to the Lead State or to another contractor for any reason. The Contractor shall deliver such Deliverables to DAS, during DAS's business hours, in good working order, and if equipment shall be delivered, in appropriately protective packaging to ensure delivery without damage. Concurrent with this delivery, the Contractor shall also deliver all Deliverable-related operation manuals and other documentation in whatever form they exist, if delivery of such manuals and documentation is required by this Contract or the SOW for such Deliverable, and a list of all Deliverable passwords and security codes; and

3. Public Records, as defined in Conn. Gen. Stat. §4d-33, as it may be amended, which the Contractor or Contractor Parties possess or create pursuant to the Contract, subcontract or amendment: Unless a shorter period is necessary or appropriate to ensure compliance with subsection (a) above, in which case that shorter period shall apply, the Contractor shall deliver to DAS, F.O.B. Hartford, Connecticut or other Lead State location which DAS identifies, all Public Records created or modified pursuant to the Contract, Statement of Work, subcontract or amendment and requested in writing by DAS (provided that Contractor may redact confidential information of Contractor, its personnel or third parties to the extent permitted by applicable law) no later than the latter of (1) the time specified in the section in this Contract concerning Termination for the return of Public Records and (2) 10 days from the date that the work under the Contract or Statement of Work is transferred back to the Lead State or to another contractor for any reason. The Contractor shall deliver to DAS those Public Records in electronic, magnetic or other intangible form in a non-proprietary format, such as, but not limited to, ASCII or TXT. The Contractor shall deliver to DAS, during DAS's business hours, those Public Records and a list of all applicable passwords and security codes, all in appropriately protective packaging to ensure delivery without damage.

d) If the Contractor employs former Lead State employees, the Contractor shall facilitate the exercising of any reemployment rights that such Lead State employees may have with the Lead State, including, but not limited to, affording them all reasonable opportunities during the workday to interview for Lead State jobs. The Contractor shall include language similar to this section in all of its contracts with its subcontractors and applicable Contractor Parties so that they are similarly obligated.

46. TANGIBLE PERSONAL PROPERTY

a) The Contractor on its behalf and on behalf of its Affiliates, as defined below, in connection with any business transacted in the State of Connecticut, shall comply with the provisions of Conn. Gen. Stat. §12-411b, as follows:

1. For the term of the Contract, the Contractor and its Affiliates shall collect and remit to the State of Connecticut, Department of Revenue Services, any Connecticut use tax due under the provisions of Chapter 219 of the Connecticut General Statutes for items of tangible personal property sold by the Contractor or by any of its Affiliates in the same manner as if the Contractor and such Affiliates were engaged in the business of selling tangible personal property for use in Connecticut and had sufficient nexus under the provisions of Chapter 219 to be required to collect Connecticut use tax;
2. A customer's payment of a use tax to the Contractor or its Affiliates relieves the customer of liability for the use tax;
3. The Contractor and its Affiliates shall remit all use taxes they collect from customers on or before the due date specified in the Contract, which may not be later than the last day of the month next succeeding the end of a calendar quarter or other tax collection period during which the tax was collected;

4. The Contractor and its Affiliates are not liable for use tax billed by them but not paid to them by a customer; and
5. Any Contractor or Affiliate who fails to remit use taxes collected on behalf of its customers by the due date specified in the Contract shall be subject to the interest and penalties provided for persons required to collect sales tax under chapter 219 of the general statutes.

b) For purposes of this section of the Contract, the word "Affiliate" means any person, as defined in Section 12-1 of the general statutes, that controls is controlled by, or is under common control with another person. A person controls another person if the person owns, directly or indirectly, more than ten per cent of the voting securities of the other person. The word "voting security" means a security that confers upon the holder the right to vote for the election of members of the board of directors or similar governing body of the business, or that is convertible into, or entitles the holder to receive, upon its exercise, a security that confers such a right to vote. "Voting security" includes a general partnership interest.

c) The Contractor represents and warrants that each of its Affiliates has vested in the Contractor plenary authority to so bind the Affiliates in any agreement with the State of Connecticut. The Contractor on its own behalf and on behalf of its Affiliates shall also provide, no later than 30 days after receiving a request by the Lead State's contracting authority, such information as the Lead State may require to ensure, in the Lead State's sole determination, compliance with the provisions of Chapter 219 of the Connecticut General Statutes, including, but not limited to, §12-411b.

47. INDEMNIFICATION

a) The Contractor shall indemnify and defend the Lead State, NASPO ValuePoint, the Participating Entities and Purchasing Entities and their respective officers, representatives, agents, servants, employees, successors and assigns ("Indemnified Parties") from and against any and all (1) Claims arising, directly or indirectly, in connection with the Contract for the acts of commission or omission (collectively, the "Acts") of the Contractor or Contractor Parties; and (2) liabilities, damages, losses, costs and expenses, including but not limited to, attorneys' and other professionals' fees, arising, directly or indirectly, in connection with Claims, Acts or the Contract. Unless stated otherwise in the applicable Participating Addendum, the Contractor shall use counsel reasonably acceptable to the Indemnified Parties in carrying out its obligations under this section. The Contractor's obligations under this section to indemnify, defend and hold harmless against Claims includes Claims concerning confidentiality of any part of or all of the Contractor's bid, proposal or any Records, any intellectual property rights, other proprietary rights of any person or entity, copyrighted or non-copyrighted compositions, secret processes, patented or unpatented inventions, articles or appliances furnished or used in the Performance.

b) The Contractor shall not be responsible for indemnifying or holding the an Indemnified Party harmless from any liability arising due to the negligence of such Indemnified Party or any other person or entity acting under the direct control or supervision of that Indemnified Party.

c) The Contractor shall reimburse the Indemnified Party for any and all damages to the real or personal property of the Indemnified Party caused by the Acts of the Contractor or any Contractor Parties. The Indemnified Party shall give the Contractor reasonable notice of any such Claims.

d) The Contractor's duties under this section shall remain fully in effect and binding in accordance with the terms and conditions of the Contract, without being lessened or compromised in any way, even where the Contractor is alleged or is found to have merely contributed in part to the Acts giving rise to the Claims and/or where the Indemnified Party is alleged or is found to have contributed to the Acts giving rise to the Claims.

e) The Contractor shall carry and maintain at all times during the term of the Contract, and during the time that any provisions survive the term of the Contract, sufficient commercial general liability insurance to satisfy its obligations

under this Contract. The Contractor shall name the Lead State as an additional insured on the policy and shall provide a copy of the policy to DAS prior to the effective date of the Contract. The Contractor shall not begin Performance until the delivery of the policy to DAS. The Contractor shall name the Participating Entity, and if requested the Purchasing Entity, as an additional insured on such policy and shall provide a copy of the policy to Participating Entity at the time the Participating Addendum signed by the Participating Entity, and if requested by the Purchasing Entity, at the time the Purchase Order is accepted by Contractor. The Contractor shall not begin Performance until the delivery of the policy to the Participating Entity. The Lead State, Participating Entity, and Purchasing Entity, as applicable, shall be entitled to recover under the insurance policy even if a body of competent jurisdiction determines that such entity is contributorily negligent.

f) This section shall survive the Termination of the Contract and shall not be limited by reason of any insurance coverage.

48. SOVEREIGN IMMUNITY

The parties acknowledge and agree that nothing in the Contract shall be construed as a modification, compromise or waiver by the Lead State of any rights or defenses of any immunities provided by Federal law or the laws of the State of Connecticut to the Lead State or any of its officers and employees, which they may have had, now have or will have with respect to all matters arising out of the Contract. To the extent that this section conflicts with any other section, this section shall govern.

49. SUMMARY OF STATE ETHICS LAWS

Pursuant to the requirements of Section 1-101qq of the Connecticut General Statutes, the summary of State ethics laws developed by the Lead State's Ethics Commission pursuant to Section 1-81b of the Connecticut General Statutes is incorporated by reference into and made a part of the Contract as if the summary had been fully set forth in the Contract.

50. AUDIT AND INSPECTION OF PLANTS, PLACES OF BUSINESS AND RECORDS.

a) The Lead State and its agents, including, but not limited to, the Connecticut Auditors of Public Accounts, Attorney General and State's Attorney and their respective agents, may, at reasonable hours, inspect and examine all of the parts of the Contractor's and Contractor Parties' plants and places of business which, in any way, are related to, or involved in, the performance of this Contract.

b) The Contractor shall maintain, and shall require each of the Contractor Parties to maintain, accurate and complete Records. The Contractor shall make all of its and the Contractor Parties' Records available at all reasonable hours for audit and inspection by the Lead State and its agents.

c) The Lead State shall make all requests for any audit or inspection in writing and shall provide the Contractor with at least twenty-four (24) hours' notice prior to the requested audit and inspection date. If the Lead State suspects fraud or other abuse, or in the event of an emergency, the Lead State is not obligated to provide any prior notice.

d) All audits and inspections shall be at the Lead State's expense.

e) The Contractor shall keep and preserve or cause to be kept and preserved all of its and Contractor Parties' Records until three (3) years after the latter of (i) final payment under this Contract, or (ii) the expiration or earlier termination of this Contract, as the same may be modified for any reason. The Lead State may request an audit or inspection at any time during this period. If any Claim or audit is started before the expiration of this period, the Contractor shall retain or cause to be retained all Records until all Claims or audit findings have been resolved.

f) The Contractor shall cooperate fully with the Lead State and its agents in connection with an audit or inspection. Following any audit or inspection, the Lead State may conduct and the Contractor shall cooperate with an exit conference.

g) The Contractor shall incorporate this entire section verbatim into any contract or other agreement that it enters into with any Contractor Party.

51. CAMPAIGN CONTRIBUTION RESTRICTION

For all Lead State contracts, defined in Conn. Gen. Stat. §9-612(g)(1) as having a value in a calendar year of \$50,000 or more, or a combination or series of such agreements or contracts having a value of \$100,000 or more, the authorized signatory to this Contract expressly acknowledges receipt of the Lead State's Elections Enforcement Commission's notice advising state contractors of state campaign contribution and solicitation prohibitions, and will inform its principals of the contents of the notice, as set forth in "Notice to Executive Branch State Contractors and Prospective State Contractors of Campaign Contribution and Solicitation Limitations," attached as Exhibit 1.

52. EXECUTIVE ORDERS

This Contract is subject to the provisions of Executive Order No. Three of Governor Thomas J. Meskill, promulgated June 16, 1971, concerning labor employment practices, Executive Order No. Seventeen of Governor Thomas J. Meskill, promulgated February 15, 1973, concerning the listing of employment openings and Executive Order No. Sixteen of Governor John G. Rowland promulgated August 4, 1999, concerning violence in the workplace, all of which are incorporated into and are made a part of the Contract as if they had been fully set forth in it. The Contract may also be subject to Executive Order No. 14 of Governor M. Jodi Rell, promulgated April 17, 2006, concerning procurement of cleaning products and services, Executive Order No. 19 of Governor M. Jodi Rell, promulgated June 19, 2008 concerning use of System Development, and Executive Order No. 49 of Governor Dannel P. Malloy, promulgated May 22, 2015, mandating disclosure of certain gifts to public employees and contributions to certain candidates for office in accordance with their respective terms and conditions. If Executive Orders 14, 19 or 49 are applicable, they are deemed to be incorporated into and are made a part of the Contract as if they had been fully set forth in it. At the Contractor's request, the Lead State shall provide a copy of these orders to the Contractor.

53. NONDISCRIMINATION

a) For purposes of this Section, the following terms are defined as follows:

- i. "Commission" means the Commission on Human Rights and Opportunities;
- ii. "Contract" and "contract" include any extension or modification of the Contract;
- iii. "Contractor" and "contractor" include any successors or assigns of the Contractor or contractor;
- iv. "Gender identity or expression" means a person's gender-related identity, appearance or behavior, whether or not that gender-related identity, appearance or behavior is different from that traditionally associated with the person's physiology or assigned sex at birth, which gender-related identity can be shown by providing evidence including, but not limited to, medical history, care or treatment of the gender-related identity, consistent and uniform assertion of the gender-related identity or any other evidence that the gender-related identity is sincerely held, part of a person's core identity or not being asserted for an improper purpose;
- v. "good faith" means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations;

- vi. "good faith efforts" shall include, but not be limited to, those reasonable initial efforts necessary to comply with statutory or regulatory requirements and additional or substituted efforts when it is determined that such initial efforts will not be sufficient to comply with such requirements;
- vii. "marital status" means being single, married as recognized by the state of Connecticut, widowed, separated or divorced;
- viii. "mental disability" means one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders", or a record of or regarding a person as having one or more such disorders;
- ix. "minority business enterprise" means any small contractor or supplier of materials fifty-one percent or more of the capital stock, if any, or assets of which is owned by a person or persons: (1) who are active in the daily affairs of the enterprise, (2) who have the power to direct the management and policies of the enterprise, and (3) who are members of a minority, as such term is defined in subsection (a) of Connecticut General Statutes § 32-9n; and
- x. "public works contract" means any agreement between any individual, firm or corporation and the Lead State or any political subdivision of the Lead State other than a municipality for construction, rehabilitation, conversion, extension, demolition or repair of a public building, highway or other changes or improvements in real property, or which is financed in whole or in part by the Lead State, including, but not limited to, matching expenditures, grants, loans, insurance or guarantees.

For purposes of this Section, the terms "Contract" and "contract" do not include a contract where each contractor is (1) a political subdivision of the state, including, but not limited to, a municipality, (2) a quasi-public agency, as defined in Conn. Gen. Stat. Section 1-120, (3) any other state, including but not limited to any federally recognized Indian tribal governments, as defined in Conn. Gen. Stat. Section 1-267, (4) the federal government, (5) a foreign government, or (6) an agency of a subdivision, agency, state or government described in the immediately preceding enumerated items (1), (2), (3), (4) or (5).

b) (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, intellectual disability, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved, in any manner prohibited by the laws of the United States or of the State of Connecticut; and the Contractor further agrees to take affirmative action to insure that applicants with job-related qualifications are employed and that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, intellectual disability, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by the Contractor that such disability prevents performance of the work involved; (2) the Contractor agrees, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, to state that it is an "affirmative action-equal opportunity employer" in accordance with regulations adopted by the Commission; (3) the Contractor agrees to provide each labor union or representative of workers with which the Contractor has a collective bargaining Agreement or other contract or understanding and each vendor with which the Contractor has a contract or understanding, a notice to be provided by the Commission, advising the labor union or workers' representative of the Contractor's commitments under this section and to post copies of the notice in conspicuous places available to employees and applicants for employment; (4) the Contractor agrees to comply with each provision of this Section and Connecticut General Statutes §§ 46a-68e and 46a-68f and with each regulation or relevant order issued by said Commission pursuant to Connecticut General Statutes §§ 46a-56, 46a-68e and 46a-68f; and (5) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor as relate to the provisions of this Section and Connecticut General Statutes § 46a-56. If the contract is a public works contract, the

Contractor agrees and warrants that he will make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on such public works projects.

c) Determination of the Contractor's good faith efforts shall include, but shall not be limited to, the following factors: The Contractor's employment and subcontracting policies, patterns and practices; affirmative advertising, recruitment and training; technical assistance activities and such other reasonable activities or efforts as the Commission may prescribe that are designed to ensure the participation of minority business enterprises in public works projects.

d) The Contractor shall develop and maintain adequate documentation, in a manner prescribed by the Commission, of its good faith efforts.

e) The Contractor shall include the provisions of subsection (b) of this Section in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the Lead State and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with Connecticut General Statutes §46a-56; provided if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the Contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the Lead State and the Lead State may so enter.

f) The Contractor agrees to comply with the regulations referred to in this Section as they exist on the date of this Contract and as they may be adopted or amended from time to time during the term of this Contract and any amendments thereto.

g) (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of sexual orientation, in any manner prohibited by the laws of the United States or the State of Connecticut, and that employees are treated when employed without regard to their sexual orientation; (2) the Contractor agrees to provide each labor union or representative of workers with which such Contractor has a collective bargaining Contract or other contract or understanding and each vendor with which such Contractor has a contract or understanding, a notice to be provided by the Commission on Human Rights and Opportunities advising the labor union or workers' representative of the Contractor's commitments under this section, and to post copies of the notice in conspicuous places available to employees and applicants for employment; (3) the Contractor agrees to comply with each provision of this section and with each regulation or relevant order issued by said Commission pursuant to Connecticut General Statutes § 46a-56; and (4) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor which relate to the provisions of this Section and Connecticut General Statutes § 46a-56.

h) The Contractor shall include the provisions of the foregoing paragraph in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the Lead State and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with Connecticut General Statutes § 46a-56; provided, if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the Contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the Lead State and the Lead State may so enter.

54. HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT OF 1996.

- (a) If the Contactor is a Business Associate under the requirements of the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), as noted in this Contract, the Contractor must comply with all terms and conditions of this Section of the Contract. If the Contractor is not a Business Associate under HIPAA, this Section of the Contract does not apply to the Contractor for this Contract.
- (b) The Contractor is required to safeguard the use, publication and disclosure of information on all applicants for, and all clients who receive, services under the Contract in accordance with all applicable federal and state law regarding confidentiality, which includes but is not limited to HIPAA, more specifically with the Privacy and Security Rules at 45 C.F.R. Part 160 and Part 164, subparts A, C, and E; and
- (c) The Client Agency is a "covered entity" as that term is defined in 45 C.F.R. § 160.103; and
- (d) The Contractor is a "business associate" of the Agency, as that term is defined in 45 C.F.R. § 160.103; and
- (e) The Contractor and the Client Agency agree to the following in order to secure compliance with HIPAA, the requirements of Subtitle D of the Health Information Technology for Economic and Clinical Health Act ("HITECH Act"), (Pub. L. 111-5, §§ 13400 to 13423), and more specifically with the Privacy and Security Rules at 45 C.F.R. Part 160 and Part 164, subparts A, C, D and E (collectively referred to herein as the "HIPAA Standards").
- (f) Definitions:
 - (1) "Breach" shall have the same meaning as the term is defined in section 45 C.F.R. 164.402 and shall also include any use or disclosure of PHI that violates the HIPAA Standards.
 - (2) "Business Associate" shall mean the Contractor.
 - (3) "Covered Entity" shall mean the Client Agency.
 - (4) "Designated Record Set" shall have the same meaning as the term "designated record set" in 45 C.F.R. § 164.501.
 - (5) "Electronic Health Record" shall have the same meaning as the term is defined in section 13400 of the HITECH Act (42 U.S.C. §17921(5)).
 - (6) "Individual" shall have the same meaning as the term "individual" in 45 C.F.R. § 160.103 and shall include a person who qualifies as a personal representative as defined in 45 C.F.R. § 164.502(g).
 - (7) "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. part 160 and part 164, subparts A and E.
 - (8) "Protected Health Information" or "PHI" shall have the same meaning as the term "protected health information" in 45 C.F.R. § 160.103, and includes electronic PHI, as defined in 45 C.F.R. 160.103, limited to information created, maintained, transmitted or received by the Business Associate from or on behalf of the Covered Entity or from another Business Associate of the Covered Entity.
 - (9) "Required by Law" shall have the same meaning as the term "required by law" in 45 C.F.R. § 164.103.
 - (10) "Secretary" shall mean the Secretary of the Department of Health and Human Services or his or her designee.
 - (11) "More stringent" shall have the same meaning as the term "more stringent" in 45 C.F.R. § 160.202.
 - (12) "This Section of the Contract" refers to the HIPAA provisions stated herein, in their entirety.
 - (13) "Security Incident" shall have the same meaning as the term "security incident" in 45 C.F.R. § 164.304.
 - (14) "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 C.F.R. part 160 and part 164, subpart A and C.
 - (15) "Unsecured protected health information" shall have the same meaning as the term as defined in 45 C.F.R. 164.402.
- (g) Obligations and Activities of Business Associates.
 - (1) Business Associate agrees not to use or disclose PHI other than as permitted or required by this Section of the Contract or as Required by Law.

- (2) Business Associate agrees to use and maintain appropriate safeguards and comply with applicable HIPAA Standards with respect to all PHI and to prevent use or disclosure of PHI other than as provided for in this Section of the Contract and in accordance with HIPAA Standards.
- (3) Business Associate agrees to use administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of electronic Protected Health Information that it creates, receives, maintains, or transmits on behalf of the Covered Entity.
- (4) Business Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to the Business Associate of a use or disclosure of PHI by Business Associate in violation of this Section of the Contract.
- (5) Business Associate agrees to report to Covered Entity any use or disclosure of PHI not provided for by this Section of the Contract or any Security Incident of which it becomes aware.
- (6) Business Associate agrees, in accordance with 45 C.F.R. 502(e)(1)(ii) and 164.308(d)(2), if applicable, to ensure that any subcontractors that create, receive, maintain or transmit PHI on behalf of the Business Associate, agree to the same restrictions, conditions, and requirements that apply to the business associate with respect to such information.
- (7) Business Associate agrees to provide access (including inspection, obtaining a copy or both), at the request of the Covered Entity, and in the time and manner designated by the Covered Entity, to PHI in a Designated Record Set, to Covered Entity or, as directed by Covered Entity, to an Individual in order to meet the requirements under 45 C.F.R. § 164.524. Business Associate shall not charge any fees greater than the lesser of the amount charged by the Covered Entity to an Individual for such records; the amount permitted by state law; or the Business Associate's actual cost of postage, labor and supplies for complying with the request.
- (8) Business Associate agrees to make any amendments to PHI in a Designated Record Set that the Covered Entity directs or agrees to pursuant to 45 C.F.R. § 164.526 at the request of the Covered Entity, and in the time and manner designated by the Covered Entity.
- (9) Business Associate agrees to make internal practices, books, and records, including policies and procedures and PHI, relating to the use and disclosure of PHI received from, or created, maintained, transmitted or received by, Business Associate on behalf of Covered Entity, available to Covered Entity or to the Secretary in a time and manner agreed to by the parties or designated by the Secretary, for purposes of the Secretary investigating or determining Covered Entity's compliance with the HIPAA Standards.
- (10) Business Associate agrees to document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528 and section 13405 of the HITECH Act (42 U.S.C. § 17935) and any regulations promulgated thereunder.
- (11) Business Associate agrees to provide to Covered Entity, in a time and manner designated by the Covered Entity, information collected in accordance with subsection (g)(10) of this Section of the Contract, to permit Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528 and section 13405 of the HITECH Act (42 U.S.C. § 17935) and any regulations promulgated thereunder. Business Associate agrees at the Covered Entity's direction to provide an accounting of disclosures of PHI directly to an individual in accordance with 45 C.F.R. § 164.528 and section 13405 of the HITECH Act (42 U.S.C. § 17935) and any regulations promulgated thereunder.
- (12) Business Associate agrees to comply with any State or federal law that is more stringent than the Privacy Rule.
- (13) Business Associate agrees to comply with the requirements of the HITECH Act relating to privacy and security that are applicable to the Covered Entity and with the requirements of 45 C.F.R. §§ 164.504(e), 164.308, 164.310, 164.312, and 164.316.
- (14) In the event that an Individual requests that the Business Associate
 - (A) restrict disclosures of PHI;
 - (B) provide an accounting of disclosures of the Individual's PHI;

- (C) provide a copy of the Individual's PHI in an Electronic Health Record; or
 - (D) amend PHI in the Individual's Designated Record Set the Business Associate agrees to notify the Covered Entity, in writing, within five Days of the request.
- (15) Business Associate agrees that it shall not, and shall ensure that its subcontractors do not, directly or indirectly, receive any remuneration in exchange for PHI of an Individual without
- (A) the written approval of the Covered Entity, unless receipt of remuneration in exchange for PHI is expressly authorized by this Contract and
 - (B) the valid authorization of the Individual, except for the purposes provided under section 13405(d)(2) of the HITECH Act, (42 U.S.C. § 17935(d)(2)) and in any accompanying regulations.
- (16) Obligations in the Event of a Breach.
- (A) The Business Associate agrees that, following the discovery by the Business Associate or by a subcontractor of the Business Associate of any use or disclosure not provided for by this section of the Contract, any breach of Unsecured protected health information, or any Security Incident, it shall notify the Covered Entity of such Breach in accordance with Subpart D of Part 164 of Title 45 of the Code of Federal Regulations and this Section of the Contract.
 - (B) Such notification shall be provided by the Business Associate to the Covered Entity without unreasonable delay, and in no case later than 30 days after the Breach is discovered by the Business Associate, or a subcontractor of the Business Associate, except as otherwise instructed in writing by a law enforcement official pursuant to 45 C.F.R. 164.412. A Breach is considered discovered as of the first day on which it is, or reasonably should have been, known to the Business Associate or its subcontractor. The notification shall include the identification and last known address, phone number and email address of each Individual (or the next of kin of the individual if the Individual is deceased) whose Unsecured protected health information has been, or is reasonably believed by the Business Associate to have been, accessed, acquired, or disclosed during such Breach.
 - (C) The Business Associate agrees to include in the notification to the Covered Entity at least the following information:
 - 1. A description of what happened, including the date of the Breach; the date of the discovery of the Breach; the unauthorized person, if known, who used the PHI or to whom it was disclosed; and whether the PHI was actually acquired or viewed.
 - 2. A description of the types of Unsecured protected health information that were involved in the Breach (such as full name, Social Security number, date of birth, home address, account number, or disability code).
 - 3. The steps the Business Associate recommends that Individual(s) take to protect themselves from potential harm resulting from the Breach.
 - 4. A detailed description of what the Business Associate is doing or has done to investigate the Breach, to mitigate losses, and to protect against any further Breaches.
 - 5. Whether a law enforcement official has advised the Business Associate, either verbally or in writing, that he or she has determined that notification or notice to Individuals or the posting required under 45 C.F.R. 164.412 would impede a criminal investigation or cause damage to national security and; if so, contact information for said official.
 - (D) If directed by the Covered Entity, the Business Associate agrees to conduct a risk assessment using at least the information in subparagraphs 1 to 4, inclusive of (g) (16) (C) of this Section and determine whether, in its opinion, there is a low probability that the PHI has been compromised. Such recommendation shall be transmitted to the Covered Entity within 20 business days of the Business Associate's notification to the Covered Entity.

- (E) If the Covered Entity determines that there has been a Breach, as defined in 45 C.F.R. 164.402, by the Business Associate or a subcontractor of the Business Associate, the Business Associate, if directed by the Covered Entity, shall provide all notifications required by 45 C.F.R. 164.404 and 45 C.F.R. 164.406.
- (F) Business Associate agrees to provide appropriate staffing and have established procedures to ensure that Individuals informed of a Breach have the opportunity to ask questions and contact the Business Associate for additional information regarding the breach. Such procedures shall include a toll-free telephone number, an e-mail address, a posting on its website and a postal address. Business Associate agrees to include in the notification of a Breach by the Business Associate to the Covered Entity, a written description of the procedures that have been established to meet these requirements. Costs of such contact procedures will be borne by the Business Associate.
- (G) Business Associate agrees that, in the event of a Breach, it has the burden to demonstrate that it has complied with all notifications requirements set forth above, including evidence demonstrating the necessity of a delay in notification to the Covered Entity.
- (H) Permitted Uses and Disclosure by Business Associate.
 - (1) General Use and Disclosure Provisions Except as otherwise limited in this Section of the Contract, Business Associate may use or disclose PHI to perform functions, activities, or services for, or on behalf of, Covered Entity as specified in this Contract, provided that such use or disclosure would not violate the HIPAA Standards if done by Covered Entity or the minimum necessary policies and procedures of the Covered Entity.
 - (2) Specific Use and Disclosure Provisions
 - (A) Except as otherwise limited in this Section of the Contract, Business Associate may use PHI for the proper management and administration of Business Associate or to carry out the legal responsibilities of Business Associate.
 - (B) Except as otherwise limited in this Section of the Contract, Business Associate may disclose PHI for the proper management and administration of Business Associate, provided that disclosures are Required by Law, or Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used or further disclosed only as Required by Law or for the purpose for which it was disclosed to the person, and the person notifies Business Associate of any instances of which it is aware in which the confidentiality of the information has been breached.
 - (C) Except as otherwise limited in this Section of the Contract, Business Associate may use PHI to provide data aggregation services to Covered Entity as permitted by 45 C.F.R. § 164.504(e)(2)(i)(B).
- (I) Obligations of Covered Entity.
 - (1) Covered Entity shall notify Business Associate of any limitations in its notice of privacy practices of Covered Entity, in accordance with 45 C.F.R. § 164.520, or to the extent that such limitation may affect Business Associate's use or disclosure of PHI.
 - (2) Covered Entity shall notify Business Associate of any changes in, or revocation of, permission by Individual(s) to use or disclose PHI, to the extent that such changes may affect Business Associate's use or disclosure of PHI.
 - (3) Covered Entity shall notify Business Associate of any restriction to the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 C.F.R. § 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.
- (J) Permissible Requests by Covered Entity. Covered Entity shall not request Business Associate to use or disclose PHI in any manner that would not be permissible under the HIPAA Standards if done by the Covered Entity, except that Business Associate may use and disclose PHI for data aggregation, and

management and administrative activities of Business Associate, as permitted under this Section of the Contract.

(K) Term and Termination.

- (1) Term. The term of this Section of the Contract shall be effective as of the date the Contract is effective and shall terminate when the information collected in accordance with provision (g)(10) of this Section of the Contract is provided to the Covered Entity and all of the PHI provided by Covered Entity to Business Associate, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Section.
- (2) Termination for Cause Upon Covered Entity's knowledge of a material Breach by Business Associate, Covered Entity shall either:

Term. The term of this Section of the Contract shall be effective as of the date the Contract is effective and shall terminate when the information collected in accordance with provision (g)(10) of this Section of the Contract is provided to the Covered Entity and all of the PHI provided by Covered Entity to Business Associate, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Section.

- (2) Termination for Cause Upon Covered Entity's knowledge of a material Breach by Business Associate, Covered Entity shall either:

Term. The term of this Section of the Contract shall be effective as of the date the Contract is effective and shall terminate when the information collected in accordance with provision (g)(10) of this Section of the Contract is provided to the Covered Entity and all of the PHI provided by Covered Entity to Business Associate, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Section.

- (2) Termination for Cause Upon Covered Entity's knowledge of a material Breach by Business Associate, Covered Entity shall either:

Term. The term of this Section of the Contract shall be effective as of the date the Contract is effective and shall terminate when the information collected in accordance with provision (g)(10) of this Section of the Contract is provided to the Covered Entity and all of the PHI provided by Covered Entity to Business Associate, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Section.

- (2) Termination for Cause Upon Covered Entity's knowledge of a material Breach by Business Associate, Covered Entity shall either:

Term. The term of this Section of the Contract shall be effective as of the date the Contract is effective and shall terminate when the information collected in accordance with provision (g)(10) of this Section of the Contract is provided to the Covered Entity and all of the PHI provided by Covered Entity to Business Associate, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Section.

- (2) Termination for Cause Upon Covered Entity's knowledge of a material Breach by

Business Associate, Covered Entity shall either:

Term. The term of this Section of the Contract shall be effective as of the date the Contract is effective and shall terminate when the information collected in accordance with provision (g)(10) of this Section of the Contract is provided to the Covered Entity and all of the PHI provided by Covered Entity to Business Associate, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Section.

(2) Termination for Cause Upon Covered Entity's knowledge of a material Breach by Business Associate, Covered Entity shall either:

(1) Term. The term of this Section of the Contract shall be effective as of the date the Contract is effective and shall terminate when the information collected in accordance with provision (g)(10) of this Section of the Contract is provided to the Covered Entity and all of the PHI provided by Covered Entity to Business Associate, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Section.

(2) Termination for Cause Upon Covered Entity's knowledge of a material Breach by Business Associate, Covered Entity shall either:

- (A) Provide an opportunity for Business Associate to cure the Breach or end the violation and terminate the Contract if Business Associate does not cure the breach or end the violation within the time specified by the Covered Entity in accordance with Section 11 of the Contract; or
- (B) Immediately terminate the Contract if Business Associate has breached a material term of this Section of the Contract and cure is not possible; or
- (C) If neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.

(3) Effect of Termination.

- (A) Except as provided in (k)(2) of this Section of the Contract, upon termination of this Contract, for any reason, Business Associate shall return or destroy all PHI received from Covered Entity, or created, maintained, or received by Business Associate on behalf of Covered Entity. Business Associate shall also provide the information collected in accordance with section (g)(10) of this Section of the Contract to the Covered Entity within ten Days of the notice of termination. This section shall apply to PHI that is in the possession of subcontractors or agents of Business Associate. Business Associate shall retain no copies of the PHI.
- (B) In the event that Business Associate determines that returning or destroying the PHI is infeasible, Business Associate shall provide to Covered Entity notification of the conditions that make return or destruction infeasible. Upon documentation by Business Associate that return or destruction of PHI is infeasible, Business Associate shall extend the protections of this Section of the Contract to such PHI and limit further uses and disclosures of PHI to those purposes that make return or destruction infeasible, for as long as Business Associate maintains such PHI. Infeasibility of the return or destruction of PHI includes, but is not limited to, requirements under State or federal law that the Business Associate maintains or preserves the PHI or copies thereof.

(L) Miscellaneous Sections.

- (1) Regulatory References. A reference in this Section of the Contract to a section in the HIPAA Standards means the section as in effect or as amended.

- (2) Amendment. The parties agree to take such action as is necessary to amend this Section of the Contract from time to time as is necessary for Covered Entity to comply with requirements of HIPAA, the HITECH Act and the HIPAA Standards (all as amended).
- (3) Survival. The respective rights and obligations of Business Associate shall survive the termination of this Contract.
- (4) Effect on Contract. Except as specifically required to implement the purposes of this Section of the Contract, all other terms of the Contract shall remain in force and effect.
- (5) Construction. This Section of the Contract shall be construed as broadly as necessary to implement and comply with HIPAA, the HITECH Act and the HIPAA Standards (all as amended). Any ambiguity in this Section of the Contract shall be resolved in favor of a meaning that complies, and is consistent with, HIPAA, the HITECH Act and the HIPAA Standards. (all as amended).
- (6) Disclaimer. Covered Entity makes no warranty or representation that compliance with this Section of the Contract will be adequate or satisfactory for Business Associate's own purposes. Covered Entity shall not be liable to Business Associate for any claim, civil or criminal penalty, loss or damage related to or arising from the unauthorized use or disclosure of PHI by Business Associate or any of its officers, directors, employees, contractors or agents, or any third party to whom Business Associate has disclosed PHI contrary to the sections of this Contract or applicable law. Business Associate is solely responsible for all decisions made, and actions taken, by Business Associate regarding the safeguarding, use and disclosure of PHI within its possession, custody or control.
- (7) Indemnification. The Business Associate shall indemnify and hold the Covered Entity harmless from and against any and all claims, liabilities, judgments, fines, assessments, penalties, awards and any statutory damages that may be imposed or assessed pursuant to HIPAA, the HIPAA Standards, or the HITECH Act (all as amended), including, without limitation, attorney's fees, expert witness fees, costs of investigation, litigation or dispute resolution, and costs awarded thereunder, relating to or arising out of any violation by the Business Associate and its agents, including subcontractors, of any obligation of Business Associate and its agents, including subcontractors, under this Section of the Contract, under HIPAA, the HITECH Act, and the HIPAA Standards.

55. WORKER'S COMPENSATION

The Contractor shall maintain Worker's Compensation and Employer's Liability insurance in compliance with the laws of the state of Connecticut, which coverage shall include Employer's Liability coverage with minimum limits of \$100,000 for each accident, \$500,000 for disease, and \$100,000 for each employee, per policy period.

56. OWNERSHIP OF DATA

Any and all data hosted by Contractor on behalf of a Purchasing Entity will remain the sole property of the Purchasing Entity and the Purchasing Entity shall retain any and all ownership of such data. It is further understood that at no time will Contractor have ownership of any data owned by a Purchasing Entity that is held within the system.

57. TERMS AND CONDITIONS

Any and all Purchase Orders, Product Schedule Updates, Statement of Works or other documents authorized in connection with this Contract shall be subject to the terms and conditions of this Contract. Any terms or conditions contained in any such Purchase Order, Product Schedule Update, Statement of Work or other document shall have no force or effect and shall in no way affect, change or modify any of the terms and conditions of this Contract.

58. ENTIRETY OF CONTRACT

This Contract includes the SIGNATURE PAGE OF CONTRACT. To the extent the provisions of any exhibits or attachment referenced in the Contract do not contradict the provisions of this Contract, said documents, exhibits and/or attachments are incorporated herein by reference and made a part hereof as though fully set forth herein. This Contract, as thus constituted, contains the complete and exclusive statement of the terms and conditions agreed to by the Contractor and Lead State and shall not be altered, amended, or modified except in writing executed by an authorized representative of each party. Nothing in this provision shall be interpreted to prohibit the Contractor and any Participating Entity from entering into a Participating Addendum as contemplated by this Contract.

THE REMAINDER OF THIS PAGE IS LEFT BLANK INTENTIONALLY

SIGNATURE PAGE OF CONTRACT

IN WITNESS WHEREOF, the parties have executed this Contract by their duly authorized representatives with full knowledge of and agreement with its terms and conditions.

STATE OF CONNECTICUT,

BY: _____

NAME: Raymond Tsao

TITLE: President and Chief Executive Officer

uWork.com, Inc. dba Covendis

Duly Authorized

BY: _____

NAME: Melody A. Currey

TITLE: Commissioner

Department of Administrative Services

Duly Authorized

DATE: __August 8, 2017_____

DATE: __August 21, 2017_____

APPROVED AS TO FORM:

OFFICE OF THE ATTORNEY GENERAL

BY: _____

JOSEPH RUBIN

ITS ASSOCIATE ATTORNEY GENERAL

DATE: __August 25, 2017_____



Notice to Executive Branch State Contractors and Prospective State Contractors of Campaign Contribution and Solicitation Limitations

This notice is provided under the authority of Connecticut General Statutes §9-612(G)(2), as amended by P.A. 10-1, and is for the purpose of informing state contractors and prospective state contractors of the following law (italicized words are defined on the reverse side of this page).

CAMPAIGN CONTRIBUTION AND SOLICITATION LIMITATIONS

No *state contractor*, *prospective state contractor*, *principal of a state contractor* or *principal of a prospective state contractor*, with regard to a *state contract* or *state contract solicitation* with or from a state agency in the executive branch or a quasi-public agency or a holder, or principal of a holder of a valid prequalification certificate, shall make a contribution to (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of Governor, Lieutenant Governor, Attorney General, State Comptroller, Secretary of the State or State Treasurer, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee (which includes town committees).

In addition, no holder or principal of a holder of a valid prequalification certificate, shall make a contribution to (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of State senator or State representative, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee.

On and after January 1, 2011, no state contractor, prospective state contractor, principal of a state contractor or principal of a prospective state contractor, with regard to a state contract or state contract solicitation with or from a state agency in the executive branch or a quasi-public agency or a holder, or principal of a holder of a valid prequalification certificate, shall **knowingly solicit** contributions from the state contractor's or prospective state contractor's employees or from a *subcontractor* or *principals of the subcontractor* on behalf of (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of Governor, Lieutenant Governor, Attorney General, State Comptroller, Secretary of the State or State Treasurer, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee.

DUTY TO INFORM

State contractors and prospective state contractors are required to inform their principals of the above prohibitions, as applicable, and the possible penalties and other consequences of any violation thereof.

PENALTIES FOR VIOLATIONS

Contributions of solicitations of contributions made in violation of the above prohibitions may result in the following civil and criminal penalties:

Civil Penalties – Up to \$2,000 or twice the amount of the prohibited contribution, whichever is greater, against a principal or a contractor. Any state contractor or prospective state contractor which fails to make reasonable efforts to comply with the provisions requiring notice to its principals of these prohibitions and possible consequences of their violations may also be subject to civil penalties of up to \$2,000 or twice the amount of the prohibited contributions made by their principals.

Criminal penalties – Any knowing and willful violation of the prohibition is a Class D felony, which may subject the violator to imprisonment of not more than 5 years, or not more than \$5,000 in fines, or both.

CONTRACT CONSEQUENCES

In the case of a state contractor, contributions made or solicited in violation of the above prohibitions may result in the contract being voided.

In the case of a prospective state contractor, contributions made or solicited in violation of the above prohibitions shall result in the contract described in the state contract solicitation not being awarded to the prospective state contractor, unless the State Elections Enforcement Commission determines that mitigating circumstances exist concerning such violation.

The State shall not award any other state contract to anyone found in violation of the above prohibitions for a period of one year after the election for which such contribution is made or solicited, unless the State Elections Enforcement Commission determines that mitigating circumstances exist concerning such violation.

Additional information may be found on the website of the State Elections Enforcement Commission, www.ct.gov/seec. Click on the link to "Lobbyist/Contractor Limitations."



DEFINITIONS

“State contractor” means a person, business entity or nonprofit organization that enters into a state contract. Such person, business entity or nonprofit organization shall be deemed to be a state contractor until December thirty-first of the year in which such contract terminates. “State contractor” does not include a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

“Prospective state contractor” means a person, business entity or nonprofit organization that (i) submits a response to a state contract solicitation by the state, a state agency or a quasi-public agency, or a proposal in response to a request for proposals by the state, a state agency or a quasi-public agency, until the contract has been entered into, or (ii) holds a valid prequalification certificate issued by the Commissioner of Administrative Services under section 4a-100. “Prospective state contractor” does not include a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

“Principal of a state contractor or prospective state contractor” means (i) any individual who is a member of the board of directors of, or has an ownership interest of five per cent or more in, a state contractor or prospective state contractor, which is a business entity, except for an individual who is a member of the board of directors of a nonprofit organization, (ii) an individual who is employed by a state contractor or prospective state contractor, which is a business entity, as president, treasurer or executive vice president, (iii) an individual who is the chief executive officer of a state contractor or prospective state contractor, which is not a business entity, or if a state contractor or prospective state contractor has no such officer, then the officer who duly possesses comparable powers and duties, (iv) an officer or an employee of any state contractor or prospective state contractor who has *managerial or discretionary responsibilities with respect to a state contract*, (v) the spouse or a *dependent child* who is eighteen years of age or older of an individual described in this subparagraph, or (vi) a political committee established or controlled by an individual described in this subparagraph or the business entity or nonprofit organization that is the state contractor or prospective state contractor.

“State contract” means an agreement or contract with the state or any state agency or any quasi-public agency, let through a procurement process or otherwise, having a value of fifty thousand dollars or more, or a combination or series of such agreements or contracts having a value of one hundred thousand dollars or more in a calendar year, for (i) the rendition of services, (ii) the furnishing of any goods, material, supplies, equipment or any items of any kind, (iii) the construction, alteration or repair of any public building or public work, (iv) the acquisition, sale or lease of any land or building, (v) a licensing arrangement, or (vi) a grant, loan or loan guarantee. “State contract” does not include any agreement or contract with the state, any state agency or any quasi-public agency that is exclusively federally funded, an education loan, a loan to an individual for other than commercial purposes or any agreement or contract between the state or any state agency and the United States Department of the Navy or the United States Department of Defense.

“State contract solicitation” means a request by a state agency or quasi-public agency, in whatever form issued, including, but not limited to, an invitation to bid, request for proposals, request for information or request for quotes, inviting bids, quotes or other types of submittals, through a competitive procurement process or another process authorized by law waiving competitive procurement.

“Managerial or discretionary responsibilities with respect to a state contract” means having direct, extensive and substantive responsibilities with respect to the negotiation of the state contract and not peripheral, clerical or ministerial responsibilities.

“Dependent child” means a child residing in an individual's household who may legally be claimed as a dependent on the federal income tax of such Individual.

“Solicit” means (A) requesting that a contribution be made, (B) participating in any fund-raising activities for a candidate committee, exploratory committee, political committee or party committee, including, but not limited to, forwarding tickets to potential contributors, receiving contributions for transmission to any such committee or bundling contributions, (C) serving as chairperson, treasurer or deputy treasurer of any such committee, or (D) establishing a political committee for the sole purpose of soliciting or receiving contributions for any committee. Solicit does not include: (i) making a contribution that is otherwise permitted by Chapter 155 of the Connecticut General Statutes; (ii) informing any person of a position taken by a candidate for public office or a public official, (iii) notifying the person of any activities of, or contact information for, any candidate for public office; or (iv) serving as a member in any party committee or as an officer of such committee that is not otherwise prohibited in this section.

“Subcontractor” means any person, business entity or nonprofit organization that contracts to perform part or all of the obligations of a state contractor's state contract. Such person, business entity or nonprofit organization shall be deemed to be a subcontractor until December thirty first of the year in which the subcontract terminates. “Subcontractor” does not include (i) a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or (ii) an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

“Principal of a subcontractor” means (i) any individual who is a member of the board of directors of, or has an ownership interest of five per cent or more in, a subcontractor, which is a business entity, except for an individual who is a member of the board of directors of a nonprofit organization, (ii) an individual who is employed by a subcontractor, which is a business entity, as president, treasurer or executive vice president, (iii) an individual who is the chief executive officer of a subcontractor, which is not a business entity, or if a subcontractor has no such officer, then the officer who duly possesses comparable powers and duties, (iv) an officer or an employee of any subcontractor who has managerial or discretionary responsibilities with respect to a subcontract with a state contractor, (v) the spouse or a dependent child who is eighteen years of age or older of an individual described in this subparagraph, or (vi) a political committee established or controlled by an individual described in this subparagraph or the business entity or nonprofit organization that is the subcontractor.

EXHIBIT 2 DELIVERABLES DOCUMENT

1. Contractor shall provide information technology ("IT") vendor managed services (VMS) in accordance with the terms and conditions of this Contract. IT VMS is the provision and management of an organization's contingent IT workforce by Contractor using an end to end web based technology solution. Typical responsibilities of Contractor will include overall program management, reporting and tracking, resource acquisition, performance oversight, need analysis and consultation, consolidated billing and help desk support. This Contract may be used to acquire the services of IT Professionals holding the position(s) listed in Exhibit 3 and other information technology role or function requested by a Purchasing Entity that falls within the scope of this Exhibit 2.
2. Web Based Solution
The Contractor shall implement and maintain a customized web based VMS solution, which is being provided as a service and not as licensed software that minimally includes the following capabilities:
 - a. IT Professional staffing search and recruitment capabilities, including specialized and niche IT areas
 - b. IT Professional candidate resume submission and selection capabilities
 - c. IT Professional candidate ranking capabilities
 - d. Reporting capabilities for both standard and ad hoc reports
 - e. On-line search and query functions
 - f. Ability to capture and manage expenditures under the Contract
 - g. Ability to track, monitor and manage IT Professional Performance
 - h. Customization to meet PE needs
 - i. Timekeeping and invoicing functionality
 - j. Ability to complete, approve and transmit SOW to Contractor
 - k. Maintain active links to contractual Position Titles and pricing
 - l. Maintain active links to Contractor's SLAs, escalation policy, procedure, and contact information
 - m. Contractor Performance feedback capability
 - n. Other capabilities related to Contractor's services as the PE may request, within scope of this Contract
3. Contractor shall provide qualified, competent, licensed and certified IT Professionals with the specific technical expertise, experience, licenses, certifications and other qualifications requested by the Purchasing Entity and consistent with the SOW and this Exhibit 2.
4. In cases where special licenses, accreditations or certifications are required by State, Federal or Local law, statute or regulation to perform services of specified job descriptions, Contractor shall be required to provide copies of such license, accreditation or certification within five business days upon request.
5. Contractor shall require any IT Professional provided by Contractor to adhere to applicable Purchasing Entities policies and standards.

**EXHIBIT 2
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6. Contractor shall submit billing to the Purchasing Entity at such frequency as mutually agreed upon. Minimally, billing must include:
 - a. Contractor Federal Tax Identification Number
 - b. Purchase Order Number
 - c. IT Professional's Name and Position
 - d. Actual hours worked/billed
 - e. Hourly rate billed
 - f. VMS Fee
7. Contractor is solely responsible for the payment of all salaries, wages, bonuses, Social Security, taxes, federal and state unemployment insurance, liability and worker's compensation insurance, employee benefits, and any and all taxes related to IT Professionals provided under this Contract. Contractor is solely responsible for compliance with all applicable laws relating to its employees, such as wages and hour laws, safety and health requirements and collective bargaining laws.
8. Wages
Unless otherwise provided by law or regulation, Contractor shall pay all employees such applicable minimum wage rates as required by law or regulation, including paying any increases as of the effective date of such increases.
9. Security and/or Property Entrance Policies and Procedures
To the extent applicable, the Purchasing Entity will provide Contractor copies of the applicable security and property entrance policies and procedures prior to the Contractor commencing Performance. The Contractor shall provide IT Professionals assigned to the Purchasing Entity with copies of the policies and procedures and require they adhere to the policies and procedures. It is the responsibility of the Contractor and its IT Professionals to understand and adhere to those policies and procedures.
10. For all its IT Professionals, Contractor shall obtain a background check consisting, minimally, of: employment history; post-employment check; Professional references; criminal history and court records check; and education verification (*i.e.*, degree, license, and/or official transcript). Each IT Professional must pass the background check prior to placement under this contract. Additional background checks, if requested by the Purchasing Entity, must be stated in the SOW. Contractor shall be responsible for all fees associated with obtaining background checks.
11. Contractor shall maintain a record of current background checks as well as US Citizenship and Immigration Service Form I-9, Employment Eligibility Verification issued by the U.S. Department of Homeland Security, US Citizenship and Immigration Service supporting each IT Professional's authorization for employment in the United States. The Lead State, Participating Entities and Purchasing Entities shall have the right to audit these documents.

**EXHIBIT 2
DELIVERABLES DOCUMENT**

12. Contractor acknowledges that any work provided under the Contract is work conducted on behalf of the Purchasing Entity and the Purchasing Entity authorized representative may communicate directly with any Contractor provided IT Professional as the Purchasing Entity deems necessary or appropriate. Contractor shall be responsible for all payment of fees charged by its IT Professionals. A performance evaluation of any IT Professional provided under this Contract must be provided promptly by the Contractor to a Participating or Purchasing Entity upon request.
13. Contractor shall comply with any Lead State, Participating Entity or Purchasing Entity requirement for status reporting, management methodologies, related documentation, computer operations, standards, practices and security procedures, all of which the PE will have made available to the Contractor prior to executing the PA or the Contractor accepting the SOW or PO.
14. Contract Separately/Additional Savings Opportunities
Lead State reserves the right to either seek additional discounts from the Contractor or to contract separately for a single purchase, if in the judgment of Lead State, the quantity required is sufficiently large, to enable the Purchasing Entity to realize a cost savings, over and above the prices set forth in Exhibit B, whether or not such a savings actually occurs.
15. Participating Entities and Purchasing Entities may request the services of the Contractor under this Contract at any time and from time to time. Requests for Services or Deliverables under the Contract must be submitted in the form of a SOW through Contractor's VMS solution. Contractor shall prepare a written proposal with pricing and transmit to the requesting entity within five days of the request being submitted. A request for Services and Deliverables shall not constitute a binding order until a Purchase Order, or other payment mechanism acceptable to the requesting entity, and SOW have been approved per the requirements of the Contract.
16. Ordering
Contract number and Purchase Order numbers must be clearly shown on all acknowledgments, shipping labels, packing slips and invoices. Each Purchasing Entity will identify and utilize its own appropriate purchasing procedure and documentation. Contractor must become familiar with the Purchasing Entity's rules, policies, and procedures regarding the ordering of Services and Deliverables under the Contract. All communications concerning administration of orders placed will be furnished solely to the individual(s) identified in writing by the Purchasing Entity.
17. Requirements for Statements of Work
Each SOW must, at a minimum, set forth the following:
 - a. Hours, schedule, location of workplace
 - b. Deliverables and Services to be provided by Contractor
 - c. PE requirements for reporting requirements

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- d. Documentation required from the Contractor (*e.g.*, reports, manuals, analysis, or other documentation as identified by the Purchasing Entity)
 - e. Applicable technical standards required by the Purchasing Entity
 - f. Purchasing Entity policies and procedures
 - g. Applicable time frames or implementation schedule for the Deliverables and Services
 - h. Evaluation, testing and acceptance requirements
 - i. Cost of the Deliverables and Services per Product & Pricing Schedule, and a payment schedule for same
 - j. Position Title and name of IT Professional(s) Performing under the SOW.
 - k. Support and maintenance obligations, if required by the Purchasing Entity
 - l. Additional background checks required
18. Revisions outside the scope of the SOW or changing the scope of the SOW will not be allowed. A new SOW must be submitted and approved by all parties. Changes within scope of the SOW may be made in accordance with Section 5 of the Contract.
19. Replacement of IT Professional
- a. If an IT Professional currently Performing work for a Purchasing Entity separates from the Contractor's employment, the Contractor shall notify the Purchasing Entity as soon as it becomes aware of said IT Professional's departure or ten (10) business days' advance notice, whichever is longer. The Contractor shall notify the Purchasing Entity in writing within twenty-four (24) hours in the event of an unanticipated departure of an IT Professional.
 - b. At the discretion of the Purchasing Entity, the Contractor will replace any IT Professional, either pursuant to this section or Section 28 of the Contract, with an equally or more experienced IT Professional at no additional cost. The Contractor shall submit to the Purchasing Entity, no later than 2 business days after the removal of an IT Professional, the cost value of the proposed replacement IT Professional and such other information as the Purchasing Entity may request for review prior to having the IT Professional begin to Perform. The Contractor shall also arrange for orderly and timely transfer of knowledge related to the IT Professional's assignment(s).
 - c. Upon receipt of written notice of replacement or removal of the IT Professional, the Contractor shall immediately re-direct the IT Professional's duties relative to the Purchasing Entity in accordance with the requirements of the notice and, if requested, deliver to the Purchasing Entity all Records as may have been accumulated by the IT Professional in Performing under this Contract, whether completed or in progress.
 - d. If Contractor's provided IT Professional fails to Perform or is found to lack the basic skills for which she/he was selected, or the Contractor dismisses any IT Professional prior to the end date specified in the Purchase Order, the Purchasing Entity shall receive a credit based upon the following table:

Number of Work Days Worked by the IT Professional	Calculation of Customer Credits
1 thru 20 days	Credit for total charges of actual days worked or ten (10) days, whichever is less.

**EXHIBIT 2
DELIVERABLES DOCUMENT**

20. Requesting/Hiring State Entity Responsibility

- a. The Purchasing Entity shall have the right to interview any potential IT Professional candidate to determine their ability to perform the services per the SOW.
- b. The Purchasing Entity shall provide all necessary supplies, equipment, work space and parking for the IT Professional.
- c. The Purchasing Entity shall pay the Contractor for hours worked when a Contractor provides personnel on a specified date and time, and the Contractor's personnel appears on time to perform the specified services.
- d. The Purchasing Entity shall have the right to accept or reject any IT Professional provided by the Contractor at any time with or without cause.

21. Purchasing Entities may require Contractor, and Contractor shall, track IT Professional time via electronic time and attendance system.

22. The Purchasing Entity may request, and the Contractor shall provide, any services that come within scope of this Contract.

23. Relationship of Information Technology (IT) Professionals to the Purchasing Entity

Contractor and the IT Professional do not constitute employees of the Purchasing Entity and shall not be eligible for any compensation, pension, health care or other similar benefits to which an employee may be eligible to receive, regardless of the duration of the IT Professional's working relationship with the Purchasing Entity or any similarity, intentional or otherwise, to an existing Purchasing Entity classified job description.

Contractor and IT Professional shall identify themselves as a Contractor. Contractor and IT Professional shall include such designation as part of their email signature. Purchasing Entity shall communicate to any relevant parties that Contractor or IT Professional is serving in a consulting capacity and is not a Purchasing Entity employee.

24. Laws & Regulations

The IT Professional shall at all times observe and comply with all Federal laws and regulations and the respective state and local laws, regulations and ordinances of the Purchasing Entity.

25. Financial Requirements

- a. The Contractor shall bill the Purchasing Entity in increments not exceeding 1/4th of an hour for the work of the IT Professional.

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- b. The Contractor shall require the IT Professional to work the hours and schedule approved by the Purchasing Entity. All of the time worked will be subject to verification by the Purchasing Entity. The Contractor shall keep true and accurate records of the time worked.
- c. Unless otherwise previously approved in writing by the Purchasing Entity, the Contractor shall be responsible for the costs and expenses of the IT Professional attending or otherwise participating in training events.
- d. The Contractor shall be solely responsible for all costs and expenses associated with the transportation of Contractor's personnel and their possessions.
- e. The Contractor shall not bill for travel time for travel from the IT Professional's place of residence and Purchasing Entity's location.
- f. The Contractor shall not be paid any out-of-pocket expenses incurred for travel to the Purchasing Entity's location. Contractor shall be entitled to reimbursement of travel expenses incurred only if the expenses were authorized beforehand, in writing, by the Purchasing Entity. Payments may not exceed the State's most current State managerial expense rate.
- g. The Contractor and IT Professional shall not attend training courses at the expense of the Purchasing Entity, unless such courses are in the best interests of the Purchasing Entity and training is included within the approved SOW. Credit for all or a portion of training may be collected by the Purchasing Entity if the IT Professional leaves or is assigned elsewhere within six months of the training date. Credit must be pro-rated based on post-training time in Position Title.
- h. There shall be no upward reclassification of an IT Professional during the term of the SOW into a higher experience category for pay purposes. Revisions to the SOW regarding Position Title, level of experience, or responsibilities of the IT Professional must be within the scope of the initial SOW and must be made in writing by the Purchasing Entity to the Contractor.
- i. Payment will be made for actual hours worked. The Contractor shall require the IT Professional to work the hours and schedule as mutually agreed upon in the SOW. Purchasing Entity and Contractor shall make reasonable efforts to accommodate schedule changes with sufficient prior notice, two 2 weeks whenever possible. Revisions made in any SOW must be made in writing in accordance with Section 5 of the Contract. All hours worked will be subject to verification by the Purchasing Entity.
- j. Overtime, any time worked over forty (40) hours in one work week, requires prior Purchasing Entity approval. If overtime is authorized by the Purchasing Entity, overtime will be paid as mutually agreed upon but must not exceed 1-1/2 times the appropriate hourly rate.

26. P-Card (Purchasing Credit Card)

Participating Entities may require that Contractors accept payment via procurement card(s). The Contractor shall be responsible for the credit card user-handling fee associated with credit card purchases. The Contractor shall charge to the P-Card only upon acceptance of Goods delivered to the PE or the rendering of Services.

27. E-Commerce (Electronic Commerce)

In addition to interfacing with the NASPO Value Point E-market center, Purchasing Entity may utilize an e-Procurement ordering systems, Contractors may receive Purchase Orders from Purchasing Entities through these systems and shall, if requested, provide electronic invoicing compatible with those systems.

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Contractor may be required to provide Purchasing Entity with functional data files that include specific formats for product and pricing information to be loaded into the Purchasing Entity's e-procurement system, or enable electronic access to the Contractor's catalog through either a punch-out catalog or a third-party hosted catalog.

NEW ENGLAND: Connecticut - Maine - Massachusetts - New Hampshire - Rhode Island - Vermont

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$ 0.87
VMS Fee for Spend = \$2.6 to \$5.0	\$ 0.87
VMS Fee for Spend = \$5.1 to \$7.5	\$ 0.87
VMS Fee for Spend = \$7.6 to \$10.0	\$ 0.87
VMS Fee for Spend = \$10.1 to \$12.5	\$ 0.76
VMS Fee for Spend = \$12.6 to \$15.0	\$ 0.76
VMS Fee for Spend = \$15.1 and over	\$ 0.56

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on
cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Regional Rate Range

EXPERIENCE LEVELS:

- 1: <2 yrs exp.
- 2: 2-5 yrs exp
- 3: 6-8 yrs exp
- 4: >9 yrs exp

Position Title

**Minimum
Hourly Rate**

**Maximum
Hourly Rate**

Application Developer	Level 1	\$ 23.50	\$ 63.50
Application Developer	Level 2	\$ 29.00	\$ 74.50
Application Developer	Level 3	\$ 36.00	\$ 90.50
Application Developer	Level 4	\$ 42.00	\$ 105.00
Application Systems Analysis/Programming Manager	Level 1	\$ 23.50	\$ 65.50
Application Systems Analysis/Programming Manager	Level 2	\$ 29.00	\$ 76.00
Application Systems Analysis/Programming Manager	Level 3	\$ 36.00	\$ 91.00
Application Systems Analysis/Programming Manager	Level 4	\$ 42.00	\$ 109.00
Application Systems Analyst/Programmer	Level 1	\$ 23.50	\$ 60.00
Application Systems Analyst/Programmer	Level 2	\$ 29.00	\$ 71.50
Application Systems Analyst/Programmer	Level 3	\$ 36.00	\$ 84.50
Application Systems Analyst/Programmer	Level 4	\$ 42.00	\$ 97.00
Architect	Level 1	\$ 31.00	\$ 80.50
Architect	Level 2	\$ 39.00	\$ 91.00
Architect	Level 3	\$ 47.00	\$ 105.00
Architect	Level 4	\$ 55.50	\$ 116.50
Business Analyst	Level 1	\$ 22.50	\$ 60.00
Business Analyst	Level 2	\$ 29.00	\$ 71.50
Business Analyst	Level 3	\$ 36.00	\$ 84.50
Business Analyst	Level 4	\$ 44.00	\$ 93.00
Business Subject Matter Expert	Level 1	\$ 20.50	\$ 67.00
Business Subject Matter Expert	Level 2	\$ 29.00	\$ 82.00
Business Subject Matter Expert	Level 3	\$ 36.00	\$ 92.00
Business Subject Matter Expert	Level 4	\$ 44.00	\$ 104.50
Business Systems Consultant	Level 1	\$ 22.50	\$ 67.00
Business Systems Consultant	Level 2	\$ 29.00	\$ 80.50
Business Systems Consultant	Level 3	\$ 36.00	\$ 92.00
Business Systems Consultant	Level 4	\$ 44.00	\$ 105.50
Business Systems Consultant Manager	Level 1	\$ 22.50	\$ 71.00
Business Systems Consultant Manager	Level 2	\$ 29.00	\$ 90.00
Business Systems Consultant Manager	Level 3	\$ 36.00	\$ 96.50
Business Systems Consultant Manager	Level 4	\$ 44.00	\$ 112.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 18.50	\$ 64.50
CADD/GIS Administrator	Level 2	\$ 22.50	\$ 74.00
CADD/GIS Administrator	Level 3	\$ 28.00	\$ 93.50
CADD/GIS Administrator	Level 4	\$ 31.00	\$ 109.00
Client Technologies Specialist	Level 1	\$ 12.50	\$ 65.50
Client Technologies Specialist	Level 2	\$ 17.50	\$ 76.50
Client Technologies Specialist	Level 3	\$ 19.50	\$ 91.00
Client Technologies Specialist	Level 4	\$ 22.50	\$ 107.50
Communications Analyst	Level 1	\$ 15.50	\$ 60.50
Communications Analyst	Level 2	\$ 20.50	\$ 70.50
Communications Analyst	Level 3	\$ 26.00	\$ 79.50
Communications Analyst	Level 4	\$ 31.00	\$ 88.00
Computer Operations Manager	Level 1	\$ 15.50	\$ 61.50
Computer Operations Manager	Level 2	\$ 18.50	\$ 71.50
Computer Operations Manager	Level 3	\$ 22.50	\$ 89.50
Computer Operations Manager	Level 4	\$ 27.00	\$ 99.50
Computer Operator	Level 1	\$ 12.50	\$ 42.00
Computer Operator	Level 2	\$ 17.50	\$ 52.00
Computer Operator	Level 3	\$ 19.50	\$ 63.00
Computer Operator	Level 4	\$ 22.50	\$ 74.00
Computer Scheduler	Level 1	\$ 12.50	\$ 43.00
Computer Scheduler	Level 2	\$ 17.50	\$ 52.00
Computer Scheduler	Level 3	\$ 19.50	\$ 64.50
Computer Scheduler	Level 4	\$ 22.50	\$ 77.00
Configuration Management Specialist	Level 1	\$ 12.50	\$ 60.00
Configuration Management Specialist	Level 2	\$ 17.50	\$ 71.50
Configuration Management Specialist	Level 3	\$ 19.50	\$ 84.50
Configuration Management Specialist	Level 4	\$ 22.50	\$ 98.50
Data Administrator	Level 1	\$ 18.50	\$ 64.00
Data Administrator	Level 2	\$ 22.50	\$ 74.00
Data Administrator	Level 3	\$ 26.00	\$ 92.00
Data Administrator	Level 4	\$ 29.00	\$ 105.00
Data Architect	Level 1	\$ 22.50	\$ 79.00
Data Architect	Level 2	\$ 26.00	\$ 91.00
Data Architect	Level 3	\$ 29.00	\$ 104.50
Data Architect	Level 4	\$ 33.00	\$ 127.00
Data Entry Operator	Level 1	\$ 12.50	\$ 42.00
Data Entry Operator	Level 2	\$ 14.50	\$ 52.00
Data Entry Operator	Level 3	\$ 16.50	\$ 63.00
Data Entry Operator	Level 4	\$ 18.50	\$ 74.00
Data Processing Operator	Level 1	\$ 12.50	\$ 43.00
Data Processing Operator	Level 2	\$ 14.50	\$ 49.00
Data Processing Operator	Level 3	\$ 16.50	\$ 59.50
Data Processing Operator	Level 4	\$ 18.50	\$ 72.00
Data Warehousing Administrator	Level 1	\$ 22.50	\$ 68.00
Data Warehousing Administrator	Level 2	\$ 26.00	\$ 82.00
Data Warehousing Administrator	Level 3	\$ 29.00	\$ 96.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 33.00	\$ 106.50
Data Warehousing Analyst	Level 1	\$ 22.50	\$ 68.50
Data Warehousing Analyst	Level 2	\$ 26.00	\$ 78.50
Data Warehousing Analyst	Level 3	\$ 29.00	\$ 91.00
Data Warehousing Analyst	Level 4	\$ 33.00	\$ 101.50
Data/Voice Communications Manager	Level 1	\$ 17.50	\$ 67.00
Data/Voice Communications Manager	Level 2	\$ 19.50	\$ 73.00
Data/Voice Communications Manager	Level 3	\$ 24.50	\$ 85.50
Data/Voice Communications Manager	Level 4	\$ 29.00	\$ 101.00
Database Administrator	Level 1	\$ 22.50	\$ 68.00
Database Administrator	Level 2	\$ 26.00	\$ 78.50
Database Administrator	Level 3	\$ 29.00	\$ 92.00
Database Administrator	Level 4	\$ 36.00	\$ 102.50
Database Analyst	Level 1	\$ 31.00	\$ 60.50
Database Analyst	Level 2	\$ 36.00	\$ 73.00
Database Analyst	Level 3	\$ 41.00	\$ 88.50
Database Analyst	Level 4	\$ 46.00	\$ 101.50
Database Architect	Level 1	\$ 31.00	\$ 80.50
Database Architect	Level 2	\$ 36.00	\$ 89.00
Database Architect	Level 3	\$ 41.00	\$ 102.50
Database Architect	Level 4	\$ 46.00	\$ 122.50
Database Manager/Administrator	Level 1	\$ 31.00	\$ 68.00
Database Manager/Administrator	Level 2	\$ 36.00	\$ 82.00
Database Manager/Administrator	Level 3	\$ 41.00	\$ 94.50
Database Manager/Administrator	Level 4	\$ 46.00	\$ 112.50
Disaster Recovery Administrator	Level 1	\$ 31.00	\$ 68.00
Disaster Recovery Administrator	Level 2	\$ 36.00	\$ 79.00
Disaster Recovery Administrator	Level 3	\$ 41.00	\$ 92.00
Disaster Recovery Administrator	Level 4	\$ 46.00	\$ 111.00
Disaster Recovery Analyst	Level 1	\$ 31.00	\$ 63.00
Disaster Recovery Analyst	Level 2	\$ 36.00	\$ 77.00
Disaster Recovery Analyst	Level 3	\$ 41.00	\$ 88.50
Disaster Recovery Analyst	Level 4	\$ 46.00	\$ 94.50
Enterprise Architect	Level 1	\$ 33.00	\$ 82.00
Enterprise Architect	Level 2	\$ 39.00	\$ 97.00
Enterprise Architect	Level 3	\$ 44.00	\$ 111.50
Enterprise Architect	Level 4	\$ 49.00	\$ 132.00
Functional Architect	Level 1	\$ 33.00	\$ 81.00
Functional Architect	Level 2	\$ 39.00	\$ 95.00
Functional Architect	Level 3	\$ 44.00	\$ 110.50
Functional Architect	Level 4	\$ 49.00	\$ 129.50
Graphic Artist	Level 1	\$ 18.50	\$ 56.50
Graphic Artist	Level 2	\$ 24.50	\$ 66.50
Graphic Artist	Level 3	\$ 33.00	\$ 76.00
Graphic Artist	Level 4	\$ 37.00	\$ 89.50
Help Desk Analyst	Level 1	\$ 10.50	\$ 45.00
Help Desk Analyst	Level 2	\$ 14.50	\$ 53.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 18.50	\$ 67.00
Help Desk Analyst	Level 4	\$ 22.50	\$ 82.00
Help Desk Coordinator	Level 1	\$ 10.50	\$ 45.00
Help Desk Coordinator	Level 2	\$ 13.50	\$ 53.50
Help Desk Coordinator	Level 3	\$ 15.50	\$ 67.00
Help Desk Coordinator	Level 4	\$ 18.50	\$ 78.50
Help Desk Manager	Level 1	\$ 14.50	\$ 56.00
Help Desk Manager	Level 2	\$ 18.50	\$ 68.00
Help Desk Manager	Level 3	\$ 23.50	\$ 83.00
Help Desk Manager	Level 4	\$ 28.00	\$ 101.50
Help Desk Service Specialist	Level 1	\$ 10.50	\$ 47.50
Help Desk Service Specialist	Level 2	\$ 12.50	\$ 58.00
Help Desk Service Specialist	Level 3	\$ 14.50	\$ 68.50
Help Desk Service Specialist	Level 4	\$ 15.50	\$ 84.50
Help Desk Technician	Level 1	\$ 12.50	\$ 45.00
Help Desk Technician	Level 2	\$ 14.50	\$ 53.50
Help Desk Technician	Level 3	\$ 15.50	\$ 67.00
Help Desk Technician	Level 4	\$ 16.50	\$ 78.50
IBM Specialty Software Architect	Level 1	\$ 20.50	\$ 81.00
IBM Specialty Software Architect	Level 2	\$ 24.50	\$ 96.00
IBM Specialty Software Architect	Level 3	\$ 29.00	\$ 106.50
IBM Specialty Software Architect	Level 4	\$ 35.00	\$ 128.00
IBM Specialty Technical Specialist	Level 1	\$ 14.50	\$ 71.50
IBM Specialty Technical Specialist	Level 2	\$ 18.50	\$ 85.50
IBM Specialty Technical Specialist	Level 3	\$ 23.50	\$ 91.50
IBM Specialty Technical Specialist	Level 4	\$ 28.00	\$ 102.50
Independent Verification &Validation	Level 1	\$ 14.50	\$ 69.50
Independent Verification &Validation	Level 2	\$ 18.50	\$ 79.00
Independent Verification &Validation	Level 3	\$ 23.50	\$ 90.00
Independent Verification &Validation	Level 4	\$ 28.00	\$ 102.50
Information Security Analyst	Level 1	\$ 20.50	\$ 69.00
Information Security Analyst	Level 2	\$ 24.50	\$ 79.50
Information Security Analyst	Level 3	\$ 30.00	\$ 93.50
Information Security Analyst	Level 4	\$ 35.00	\$ 109.00
Information Security Manager	Level 1	\$ 22.50	\$ 82.00
Information Security Manager	Level 2	\$ 26.00	\$ 91.00
Information Security Manager	Level 3	\$ 33.00	\$ 100.00
Information Security Manager	Level 4	\$ 36.00	\$ 112.50
Information Security Project Manager	Level 1	\$ 26.00	\$ 82.00
Information Security Project Manager	Level 2	\$ 31.00	\$ 96.00
Information Security Project Manager	Level 3	\$ 36.00	\$ 110.50
Information Security Project Manager	Level 4	\$ 41.00	\$ 122.50
Information Systems Auditor	Level 1	\$ 20.50	\$ 76.00
Information Systems Auditor	Level 2	\$ 24.50	\$ 86.00
Information Systems Auditor	Level 3	\$ 29.00	\$ 96.00
Information Systems Auditor	Level 4	\$ 33.00	\$ 111.50
Information Systems Security Compliance Manager	Level 1	\$ 29.00	\$ 78.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 35.00	\$ 92.00
Information Systems Security Compliance Manager	Level 3	\$ 41.00	\$ 102.50
Information Systems Security Compliance Manager	Level 4	\$ 46.00	\$ 120.50
LAN Administration Manager	Level 1	\$ 29.00	\$ 71.50
LAN Administration Manager	Level 2	\$ 35.00	\$ 83.50
LAN Administration Manager	Level 3	\$ 41.00	\$ 92.00
LAN Administration Manager	Level 4	\$ 46.00	\$ 109.00
LAN Administrator	Level 1	\$ 26.00	\$ 63.00
LAN Administrator	Level 2	\$ 29.00	\$ 73.00
LAN Administrator	Level 3	\$ 35.00	\$ 88.50
LAN Administrator	Level 4	\$ 41.00	\$ 98.50
LAN Support Technician	Level 1	\$ 12.50	\$ 51.50
LAN Support Technician	Level 2	\$ 15.50	\$ 63.00
LAN Support Technician	Level 3	\$ 18.50	\$ 73.50
LAN Support Technician	Level 4	\$ 20.50	\$ 86.00
Linux System Administrator	Level 1	\$ 26.00	\$ 65.50
Linux System Administrator	Level 2	\$ 29.00	\$ 74.00
Linux System Administrator	Level 3	\$ 35.00	\$ 92.00
Linux System Administrator	Level 4	\$ 41.00	\$ 105.00
Microsoft Specialty Principal Consultant	Level 1	\$ 15.50	\$ 82.00
Microsoft Specialty Principal Consultant	Level 2	\$ 24.50	\$ 99.50
Microsoft Specialty Principal Consultant	Level 3	\$ 33.00	\$ 125.00
Microsoft Specialty Principal Consultant	Level 4	\$ 39.00	\$ 147.00
Microsoft Specialty Technician	Level 1	\$ 15.50	\$ 60.50
Microsoft Specialty Technician	Level 2	\$ 21.50	\$ 69.00
Microsoft Specialty Technician	Level 3	\$ 23.50	\$ 82.00
Microsoft Specialty Technician	Level 4	\$ 26.00	\$ 93.50
Mobile Specialist	Level 1	\$ 15.50	\$ 68.50
Mobile Specialist	Level 2	\$ 21.50	\$ 76.00
Mobile Specialist	Level 3	\$ 23.50	\$ 94.50
Mobile Specialist	Level 4	\$ 26.00	\$ 115.00
Network Engineer	Level 1	\$ 15.50	\$ 64.00
Network Engineer	Level 2	\$ 21.50	\$ 74.00
Network Engineer	Level 3	\$ 23.50	\$ 92.00
Network Engineer	Level 4	\$ 26.00	\$ 105.00
Oracle Policy Automation Functional Consultant	Level 1	\$ 27.00	\$ 86.00
Oracle Policy Automation Functional Consultant	Level 2	\$ 33.00	\$ 99.50
Oracle Policy Automation Functional Consultant	Level 3	\$ 39.00	\$ 112.50
Oracle Policy Automation Functional Consultant	Level 4	\$ 46.00	\$ 130.50
Oracle UPK Technical Administrator	Level 1	\$ 27.00	\$ 85.50
Oracle UPK Technical Administrator	Level 2	\$ 33.00	\$ 95.50
Oracle UPK Technical Administrator	Level 3	\$ 39.00	\$ 106.50
Oracle UPK Technical Administrator	Level 4	\$ 46.00	\$ 121.50
Oracle/PeopleSoft Administrator	Level 1	\$ 29.00	\$ 78.50
Oracle/PeopleSoft Administrator	Level 2	\$ 33.00	\$ 89.50
Oracle/PeopleSoft Administrator	Level 3	\$ 39.00	\$ 105.00
Oracle/PeopleSoft Administrator	Level 4	\$ 46.00	\$ 120.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 24.50	\$ 74.00
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 30.00	\$ 87.00
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 35.00	\$ 102.50
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 40.00	\$ 121.50
ORACLE/PEOPLESOFT DBA	Level 1	\$ 31.00	\$ 83.00
ORACLE/PEOPLESOFT DBA	Level 2	\$ 37.00	\$ 94.00
ORACLE/PEOPLESOFT DBA	Level 3	\$ 42.00	\$ 106.50
ORACLE/PEOPLESOFT DBA	Level 4	\$ 47.00	\$ 122.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 31.00	\$ 78.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 37.00	\$ 88.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 42.00	\$ 102.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 47.00	\$ 121.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 31.00	\$ 91.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 37.00	\$ 102.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 42.00	\$ 114.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 47.00	\$ 131.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 31.00	\$ 79.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 37.00	\$ 94.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 42.00	\$ 106.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 47.00	\$ 122.50
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 31.00	\$ 71.50
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 37.00	\$ 83.50
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 42.00	\$ 92.00
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 47.00	\$ 115.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 31.00	\$ 83.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 37.00	\$ 94.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 42.00	\$ 105.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 47.00	\$ 121.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 31.00	\$ 85.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 37.00	\$ 99.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 42.00	\$ 110.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 47.00	\$ 124.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 31.00	\$ 79.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 37.00	\$ 92.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 42.00	\$ 107.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 47.00	\$ 127.00
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 31.00	\$ 80.50
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 37.00	\$ 93.00
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 42.00	\$ 104.50
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 47.00	\$ 120.00
Oracle/PeopleSoft Project Manager	Level 1	\$ 31.00	\$ 76.00
Oracle/PeopleSoft Project Manager	Level 2	\$ 37.00	\$ 84.50
Oracle/PeopleSoft Project Manager	Level 3	\$ 42.00	\$ 94.50
Oracle/PeopleSoft Project Manager	Level 4	\$ 47.00	\$ 114.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 31.00	\$ 77.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 37.00	\$ 87.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 42.00	\$ 97.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 47.00	\$ 121.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 31.00	\$ 74.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 37.00	\$ 84.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 42.00	\$ 95.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 47.00	\$ 115.00
Oracle/Peoplesoft Technical Architect	Level 1	\$ 31.00	\$ 82.00
Oracle/Peoplesoft Technical Architect	Level 2	\$ 37.00	\$ 97.00
Oracle/Peoplesoft Technical Architect	Level 3	\$ 42.00	\$ 107.50
Oracle/Peoplesoft Technical Architect	Level 4	\$ 47.00	\$ 122.50
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 26.00	\$ 69.00
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 29.00	\$ 82.00
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 35.00	\$ 92.00
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 41.00	\$ 110.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 31.00	\$ 77.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 37.00	\$ 87.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 42.00	\$ 99.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 47.00	\$ 114.00
Product Specialist	Level 1	\$ 26.00	\$ 65.50
Product Specialist	Level 2	\$ 29.00	\$ 76.00
Product Specialist	Level 3	\$ 35.00	\$ 89.50
Product Specialist	Level 4	\$ 41.00	\$ 107.50
Production Control Manager	Level 1	\$ 26.00	\$ 77.00
Production Control Manager	Level 2	\$ 29.00	\$ 87.00
Production Control Manager	Level 3	\$ 35.00	\$ 92.00
Production Control Manager	Level 4	\$ 41.00	\$ 107.50
Programmer	Level 1	\$ 26.00	\$ 59.50
Programmer	Level 2	\$ 29.00	\$ 71.50
Programmer	Level 3	\$ 35.00	\$ 88.50
Programmer	Level 4	\$ 41.00	\$ 97.00
Project Controller	Level 1	\$ 26.00	\$ 69.00
Project Controller	Level 2	\$ 29.00	\$ 79.50
Project Controller	Level 3	\$ 35.00	\$ 93.50
Project Controller	Level 4	\$ 41.00	\$ 109.00
Project/Program Manager	Level 1	\$ 26.00	\$ 71.00
Project/Program Manager	Level 2	\$ 29.00	\$ 80.50
Project/Program Manager	Level 3	\$ 35.00	\$ 92.00
Project/Program Manager	Level 4	\$ 41.00	\$ 115.00
Quality Assurance Analyst	Level 1	\$ 24.50	\$ 64.00
Quality Assurance Analyst	Level 2	\$ 29.00	\$ 74.00
Quality Assurance Analyst	Level 3	\$ 36.00	\$ 92.00
Quality Assurance Analyst	Level 4	\$ 41.00	\$ 104.00
Quality Assurance Manager	Level 1	\$ 31.00	\$ 70.50
Quality Assurance Manager	Level 2	\$ 33.00	\$ 82.50
Quality Assurance Manager	Level 3	\$ 39.00	\$ 93.50
Quality Assurance Manager	Level 4	\$ 46.00	\$ 115.00
SAN Administrator	Level 1	\$ 26.00	\$ 74.00
SAN Administrator	Level 2	\$ 29.00	\$ 87.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 35.00	\$ 97.00
SAN Administrator	Level 4	\$ 41.00	\$ 122.50
Senior Quality Assurance Analyst	Level 1	\$ 36.00	\$ 72.00
Senior Quality Assurance Analyst	Level 2	\$ 41.00	\$ 83.00
Senior Quality Assurance Analyst	Level 3	\$ 43.00	\$ 93.50
Senior Quality Assurance Analyst	Level 4	\$ 46.00	\$ 105.00
Software Engineer	Level 1	\$ 26.00	\$ 60.50
Software Engineer	Level 2	\$ 29.00	\$ 71.50
Software Engineer	Level 3	\$ 35.00	\$ 86.00
Software Engineer	Level 4	\$ 41.00	\$ 101.50
Software Process Engineer	Level 1	\$ 26.00	\$ 61.50
Software Process Engineer	Level 2	\$ 29.00	\$ 71.50
Software Process Engineer	Level 3	\$ 35.00	\$ 86.00
Software Process Engineer	Level 4	\$ 41.00	\$ 101.50
Solution Architect	Level 1	\$ 31.00	\$ 80.50
Solution Architect	Level 2	\$ 37.00	\$ 90.00
Solution Architect	Level 3	\$ 42.00	\$ 101.50
Solution Architect	Level 4	\$ 47.00	\$ 120.50
System Administrator	Level 1	\$ 20.50	\$ 66.50
System Administrator	Level 2	\$ 24.50	\$ 78.50
System Administrator	Level 3	\$ 27.00	\$ 92.00
System Administrator	Level 4	\$ 30.00	\$ 105.00
System Engineer	Level 1	\$ 18.50	\$ 65.50
System Engineer	Level 2	\$ 21.50	\$ 71.50
System Engineer	Level 3	\$ 23.50	\$ 84.50
System Engineer	Level 4	\$ 26.00	\$ 98.00
System Specialist	Level 1	\$ 20.50	\$ 66.50
System Specialist	Level 2	\$ 24.50	\$ 77.00
System Specialist	Level 3	\$ 27.00	\$ 90.50
System Specialist	Level 4	\$ 30.00	\$ 115.00
Systems Administrator	Level 1	\$ 20.50	\$ 61.50
Systems Administrator	Level 2	\$ 24.50	\$ 71.50
Systems Administrator	Level 3	\$ 27.00	\$ 87.00
Systems Administrator	Level 4	\$ 30.00	\$ 97.00
Systems Administrator Manager	Level 1	\$ 20.50	\$ 73.00
Systems Administrator Manager	Level 2	\$ 24.50	\$ 83.50
Systems Administrator Manager	Level 3	\$ 27.00	\$ 93.50
Systems Administrator Manager	Level 4	\$ 30.00	\$ 112.50
Team Lead	Level 1	\$ 18.50	\$ 77.00
Team Lead	Level 2	\$ 21.50	\$ 87.00
Team Lead	Level 3	\$ 23.50	\$ 96.00
Team Lead	Level 4	\$ 26.00	\$ 120.50
Technical Architect	Level 1	\$ 29.00	\$ 81.00
Technical Architect	Level 2	\$ 33.00	\$ 91.00
Technical Architect	Level 3	\$ 36.00	\$ 101.50
Technical Architect	Level 4	\$ 40.00	\$ 122.50
Technical Specialist	Level 1	\$ 12.50	\$ 66.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 15.50	\$ 77.00
Technical Specialist	Level 3	\$ 18.50	\$ 91.00
Technical Specialist	Level 4	\$ 21.50	\$ 105.00
Technical Writer	Level 1	\$ 18.50	\$ 53.00
Technical Writer	Level 2	\$ 22.50	\$ 68.00
Technical Writer	Level 3	\$ 26.00	\$ 78.50
Technical Writer	Level 4	\$ 31.00	\$ 94.50
Telecom Engineer	Level 1	\$ 12.50	\$ 61.50
Telecom Engineer	Level 2	\$ 15.50	\$ 71.00
Telecom Engineer	Level 3	\$ 18.50	\$ 82.00
Telecom Engineer	Level 4	\$ 21.50	\$ 95.50
Tester	Level 1	\$ 22.50	\$ 65.50
Tester	Level 2	\$ 26.00	\$ 76.00
Tester	Level 3	\$ 33.00	\$ 84.50
Tester	Level 4	\$ 41.00	\$ 96.00
Testing Manager	Level 1	\$ 31.00	\$ 70.50
Testing Manager	Level 2	\$ 37.00	\$ 82.50
Testing Manager	Level 3	\$ 42.00	\$ 93.50
Testing Manager	Level 4	\$ 46.00	\$ 115.00
Trainers	Level 1	\$ 22.50	\$ 56.50
Trainers	Level 2	\$ 26.00	\$ 63.00
Trainers	Level 3	\$ 33.00	\$ 75.00
Trainers	Level 4	\$ 41.00	\$ 90.00
Training Developers	Level 1	\$ 22.50	\$ 61.50
Training Developers	Level 2	\$ 26.00	\$ 71.50
Training Developers	Level 3	\$ 29.00	\$ 88.50
Training Developers	Level 4	\$ 33.00	\$ 110.00
Unisys Specialty Architectural Specialist	Level 1	\$ 20.50	\$ 71.50
Unisys Specialty Architectural Specialist	Level 2	\$ 24.50	\$ 83.00
Unisys Specialty Architectural Specialist	Level 3	\$ 29.00	\$ 97.00
Unisys Specialty Architectural Specialist	Level 4	\$ 33.00	\$ 114.00
Unisys Specialty Equipment Operator	Level 1	\$ 18.50	\$ 55.50
Unisys Specialty Equipment Operator	Level 2	\$ 24.50	\$ 64.00
Unisys Specialty Equipment Operator	Level 3	\$ 29.00	\$ 74.50
Unisys Specialty Equipment Operator	Level 4	\$ 33.00	\$ 86.00
Unisys Specialty Production Control Operator	Level 1	\$ 20.50	\$ 59.00
Unisys Specialty Production Control Operator	Level 2	\$ 24.50	\$ 67.00
Unisys Specialty Production Control Operator	Level 3	\$ 29.00	\$ 81.00
Unisys Specialty Production Control Operator	Level 4	\$ 33.00	\$ 94.00
Unisys Specialty Service Delivery Specialist	Level 1	\$ 20.50	\$ 66.50
Unisys Specialty Service Delivery Specialist	Level 2	\$ 24.50	\$ 77.00
Unisys Specialty Service Delivery Specialist	Level 3	\$ 29.00	\$ 87.00
Unisys Specialty Service Delivery Specialist	Level 4	\$ 33.00	\$ 96.50
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 21.50	\$ 66.50
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 26.00	\$ 78.50
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 30.00	\$ 90.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 33.00	\$ 107.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 12.50	\$ 56.50
Video Conference Specialist	Level 2	\$ 15.50	\$ 61.50
Video Conference Specialist	Level 3	\$ 18.50	\$ 70.50
Video Conference Specialist	Level 4	\$ 21.50	\$ 82.00
Voice/Data Engineer	Level 1	\$ 12.50	\$ 64.00
Voice/Data Engineer	Level 2	\$ 15.50	\$ 72.00
Voice/Data Engineer	Level 3	\$ 18.50	\$ 85.00
Voice/Data Engineer	Level 4	\$ 21.50	\$ 117.50
Web Content Designer	Level 1	\$ 15.50	\$ 59.00
Web Content Designer	Level 2	\$ 18.50	\$ 73.00
Web Content Designer	Level 3	\$ 21.50	\$ 90.50
Web Content Designer	Level 4	\$ 26.00	\$ 109.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 26.00	\$ 66.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 31.00	\$ 79.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 33.00	\$ 91.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 36.00	\$ 107.50

NORTHEAST & CARIBBEAN: New Jersey - New York - Virgin Islands - Puerto Rico

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$ 0.97
VMS Fee for Spend = \$2.6 to \$5.0	\$ 0.97
VMS Fee for Spend = \$5.1 to \$7.5	\$ 0.97
VMS Fee for Spend = \$7.6 to \$10.0	\$ 0.97
VMS Fee for Spend = \$10.1 to \$12.5	\$ 0.86
VMS Fee for Spend = \$12.6 to \$15.0	\$ 0.86
VMS Fee for Spend = \$15.1 and over	\$ 0.63

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on
cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Regional Rate Range

EXPERIENCE LEVELS:

- 1: <2 yrs exp.
- 2: 2-5 yrs exp
- 3: 6-8 yrs exp
- 4: >9 yrs exp

Position Title

**Minimum
Hourly Rate**

**Maximum
Hourly Rate**

Application Developer		\$ 26.50	\$ 71.50
Application Developer	Level 2	\$ 32.50	\$ 84.00
Application Developer	Level 3	\$ 40.50	\$ 101.50
Application Developer	Level 4	\$ 47.00	\$ 117.50
Application Systems Analysis/Programming Manager	Level 1	\$ 26.50	\$ 73.50
Application Systems Analysis/Programming Manager	Level 2	\$ 32.50	\$ 85.00
Application Systems Analysis/Programming Manager	Level 3	\$ 40.50	\$ 102.00
Application Systems Analysis/Programming Manager	Level 4	\$ 47.00	\$ 122.00
Application Systems Analyst/Programmer	Level 1	\$ 26.50	\$ 67.50
Application Systems Analyst/Programmer	Level 2	\$ 32.50	\$ 80.50
Application Systems Analyst/Programmer	Level 3	\$ 40.50	\$ 95.00
Application Systems Analyst/Programmer	Level 4	\$ 47.00	\$ 109.00
Architect	Level 1	\$ 34.50	\$ 90.00
Architect	Level 2	\$ 44.00	\$ 102.00
Architect	Level 3	\$ 53.00	\$ 117.50
Architect	Level 4	\$ 62.00	\$ 131.00
Business Analyst	Level 1	\$ 25.50	\$ 67.50
Business Analyst	Level 2	\$ 32.50	\$ 80.50
Business Analyst	Level 3	\$ 40.50	\$ 95.00
Business Analyst	Level 4	\$ 49.50	\$ 104.50
Business Subject Matter Expert	Level 1	\$ 23.00	\$ 75.50
Business Subject Matter Expert	Level 2	\$ 32.50	\$ 92.00
Business Subject Matter Expert	Level 3	\$ 40.50	\$ 103.50
Business Subject Matter Expert	Level 4	\$ 49.50	\$ 117.00
Business Systems Consultant	Level 1	\$ 25.50	\$ 75.50
Business Systems Consultant	Level 2	\$ 32.50	\$ 90.00
Business Systems Consultant	Level 3	\$ 40.50	\$ 103.50
Business Systems Consultant	Level 4	\$ 49.50	\$ 118.00
Business Systems Consultant Manager	Level 1	\$ 25.50	\$ 80.00
Business Systems Consultant Manager	Level 2	\$ 32.50	\$ 101.00
Business Systems Consultant Manager	Level 3	\$ 40.50	\$ 108.50
Business Systems Consultant Manager	Level 4	\$ 49.50	\$ 126.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 21.00	\$ 72.50
CADD/GIS Administrator	Level 2	\$ 25.50	\$ 83.50
CADD/GIS Administrator	Level 3	\$ 31.00	\$ 105.00
CADD/GIS Administrator	Level 4	\$ 34.50	\$ 122.00
Client Technologies Specialist	Level 1	\$ 14.00	\$ 73.50
Client Technologies Specialist	Level 2	\$ 19.50	\$ 85.50
Client Technologies Specialist	Level 3	\$ 22.00	\$ 102.00
Client Technologies Specialist	Level 4	\$ 25.50	\$ 120.50
Communications Analyst	Level 1	\$ 17.50	\$ 68.00
Communications Analyst	Level 2	\$ 23.00	\$ 79.50
Communications Analyst	Level 3	\$ 29.00	\$ 89.00
Communications Analyst	Level 4	\$ 34.50	\$ 99.00
Computer Operations Manager	Level 1	\$ 17.50	\$ 69.00
Computer Operations Manager	Level 2	\$ 21.00	\$ 80.50
Computer Operations Manager	Level 3	\$ 25.50	\$ 100.50
Computer Operations Manager	Level 4	\$ 30.00	\$ 112.00
Computer Operator	Level 1	\$ 14.00	\$ 47.00
Computer Operator	Level 2	\$ 19.50	\$ 58.00
Computer Operator	Level 3	\$ 22.00	\$ 70.50
Computer Operator	Level 4	\$ 25.50	\$ 83.50
Computer Scheduler	Level 1	\$ 14.00	\$ 48.50
Computer Scheduler	Level 2	\$ 19.50	\$ 58.00
Computer Scheduler	Level 3	\$ 22.00	\$ 72.50
Computer Scheduler	Level 4	\$ 25.50	\$ 86.00
Configuration Management Specialist	Level 1	\$ 14.00	\$ 67.50
Configuration Management Specialist	Level 2	\$ 19.50	\$ 80.50
Configuration Management Specialist	Level 3	\$ 22.00	\$ 95.00
Configuration Management Specialist	Level 4	\$ 25.50	\$ 111.00
Data Administrator	Level 1	\$ 21.00	\$ 72.00
Data Administrator	Level 2	\$ 25.50	\$ 83.50
Data Administrator	Level 3	\$ 29.00	\$ 103.50
Data Administrator	Level 4	\$ 32.50	\$ 117.50
Data Architect	Level 1	\$ 25.50	\$ 88.50
Data Architect	Level 2	\$ 29.00	\$ 102.00
Data Architect	Level 3	\$ 32.50	\$ 117.00
Data Architect	Level 4	\$ 37.00	\$ 142.50
Data Entry Operator	Level 1	\$ 14.00	\$ 47.00
Data Entry Operator	Level 2	\$ 16.50	\$ 58.00
Data Entry Operator	Level 3	\$ 18.50	\$ 70.50
Data Entry Operator	Level 4	\$ 21.00	\$ 83.50
Data Processing Operator	Level 1	\$ 14.00	\$ 48.50
Data Processing Operator	Level 2	\$ 16.50	\$ 55.00
Data Processing Operator	Level 3	\$ 18.50	\$ 66.50
Data Processing Operator	Level 4	\$ 21.00	\$ 81.00
Data Warehousing Administrator	Level 1	\$ 25.50	\$ 76.50
Data Warehousing Administrator	Level 2	\$ 29.00	\$ 92.00
Data Warehousing Administrator	Level 3	\$ 32.50	\$ 108.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 37.00	\$ 119.50
Data Warehousing Analyst	Level 1	\$ 25.50	\$ 77.00
Data Warehousing Analyst	Level 2	\$ 29.00	\$ 88.00
Data Warehousing Analyst	Level 3	\$ 32.50	\$ 102.00
Data Warehousing Analyst	Level 4	\$ 37.00	\$ 113.50
Data/Voice Communications Manager	Level 1	\$ 19.50	\$ 75.50
Data/Voice Communications Manager	Level 2	\$ 22.00	\$ 82.00
Data/Voice Communications Manager	Level 3	\$ 27.50	\$ 96.00
Data/Voice Communications Manager	Level 4	\$ 32.50	\$ 113.00
Database Administrator	Level 1	\$ 25.50	\$ 76.50
Database Administrator	Level 2	\$ 29.00	\$ 88.00
Database Administrator	Level 3	\$ 32.50	\$ 103.50
Database Administrator	Level 4	\$ 40.50	\$ 115.00
Database Analyst	Level 1	\$ 34.50	\$ 68.00
Database Analyst	Level 2	\$ 40.50	\$ 82.00
Database Analyst	Level 3	\$ 46.00	\$ 99.50
Database Analyst	Level 4	\$ 52.00	\$ 113.50
Database Architect	Level 1	\$ 34.50	\$ 90.00
Database Architect	Level 2	\$ 40.50	\$ 100.00
Database Architect	Level 3	\$ 46.00	\$ 115.00
Database Architect	Level 4	\$ 52.00	\$ 137.50
Database Manager/Administrator	Level 1	\$ 34.50	\$ 76.50
Database Manager/Administrator	Level 2	\$ 40.50	\$ 92.00
Database Manager/Administrator	Level 3	\$ 46.00	\$ 106.00
Database Manager/Administrator	Level 4	\$ 52.00	\$ 126.50
Disaster Recovery Administrator	Level 1	\$ 34.50	\$ 76.50
Disaster Recovery Administrator	Level 2	\$ 40.50	\$ 88.50
Disaster Recovery Administrator	Level 3	\$ 46.00	\$ 103.50
Disaster Recovery Administrator	Level 4	\$ 52.00	\$ 124.50
Disaster Recovery Analyst	Level 1	\$ 34.50	\$ 70.50
Disaster Recovery Analyst	Level 2	\$ 40.50	\$ 86.00
Disaster Recovery Analyst	Level 3	\$ 46.00	\$ 99.50
Disaster Recovery Analyst	Level 4	\$ 52.00	\$ 106.00
Enterprise Architect	Level 1	\$ 37.00	\$ 92.00
Enterprise Architect	Level 2	\$ 44.00	\$ 109.00
Enterprise Architect	Level 3	\$ 49.50	\$ 125.00
Enterprise Architect	Level 4	\$ 55.00	\$ 148.00
Functional Architect	Level 1	\$ 37.00	\$ 90.50
Functional Architect	Level 2	\$ 44.00	\$ 107.00
Functional Architect	Level 3	\$ 49.50	\$ 124.00
Functional Architect	Level 4	\$ 55.00	\$ 145.00
Graphic Artist	Level 1	\$ 21.00	\$ 63.50
Graphic Artist	Level 2	\$ 27.50	\$ 74.50
Graphic Artist	Level 3	\$ 37.00	\$ 85.00
Graphic Artist	Level 4	\$ 41.50	\$ 100.50
Help Desk Analyst	Level 1	\$ 11.50	\$ 50.50
Help Desk Analyst	Level 2	\$ 16.50	\$ 60.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 21.00	\$ 75.50
Help Desk Analyst	Level 4	\$ 25.50	\$ 92.00
Help Desk Coordinator	Level 1	\$ 11.50	\$ 50.50
Help Desk Coordinator	Level 2	\$ 15.00	\$ 60.00
Help Desk Coordinator	Level 3	\$ 17.50	\$ 75.50
Help Desk Coordinator	Level 4	\$ 21.00	\$ 88.00
Help Desk Manager	Level 1	\$ 16.50	\$ 62.50
Help Desk Manager	Level 2	\$ 21.00	\$ 76.50
Help Desk Manager	Level 3	\$ 26.50	\$ 93.00
Help Desk Manager	Level 4	\$ 31.00	\$ 113.50
Help Desk Service Specialist	Level 1	\$ 11.50	\$ 53.50
Help Desk Service Specialist	Level 2	\$ 14.00	\$ 65.00
Help Desk Service Specialist	Level 3	\$ 16.50	\$ 77.00
Help Desk Service Specialist	Level 4	\$ 17.50	\$ 95.00
Help Desk Technician	Level 1	\$ 14.00	\$ 50.50
Help Desk Technician	Level 2	\$ 16.50	\$ 60.00
Help Desk Technician	Level 3	\$ 17.50	\$ 75.50
Help Desk Technician	Level 4	\$ 18.50	\$ 88.00
IBM Specialty Software Architect	Level 1	\$ 23.00	\$ 90.50
IBM Specialty Software Architect	Level 2	\$ 27.50	\$ 108.00
IBM Specialty Software Architect	Level 3	\$ 32.50	\$ 119.50
IBM Specialty Software Architect	Level 4	\$ 39.00	\$ 143.50
IBM Specialty Technical Specialist	Level 1	\$ 16.50	\$ 80.50
IBM Specialty Technical Specialist	Level 2	\$ 21.00	\$ 96.00
IBM Specialty Technical Specialist	Level 3	\$ 26.50	\$ 103.00
IBM Specialty Technical Specialist	Level 4	\$ 31.00	\$ 115.00
Independent Verification &Validation	Level 1	\$ 16.50	\$ 78.00
Independent Verification &Validation	Level 2	\$ 21.00	\$ 88.50
Independent Verification &Validation	Level 3	\$ 26.50	\$ 101.00
Independent Verification &Validation	Level 4	\$ 31.00	\$ 115.00
Information Security Analyst	Level 1	\$ 23.00	\$ 77.50
Information Security Analyst	Level 2	\$ 27.50	\$ 89.00
Information Security Analyst	Level 3	\$ 33.50	\$ 105.00
Information Security Analyst	Level 4	\$ 39.00	\$ 122.00
Information Security Manager	Level 1	\$ 25.50	\$ 92.00
Information Security Manager	Level 2	\$ 29.00	\$ 102.00
Information Security Manager	Level 3	\$ 37.00	\$ 112.50
Information Security Manager	Level 4	\$ 40.50	\$ 126.50
Information Security Project Manager	Level 1	\$ 29.00	\$ 92.00
Information Security Project Manager	Level 2	\$ 34.50	\$ 108.00
Information Security Project Manager	Level 3	\$ 40.50	\$ 124.00
Information Security Project Manager	Level 4	\$ 46.00	\$ 137.50
Information Systems Auditor	Level 1	\$ 23.00	\$ 85.00
Information Systems Auditor	Level 2	\$ 27.50	\$ 96.50
Information Systems Auditor	Level 3	\$ 32.50	\$ 108.00
Information Systems Auditor	Level 4	\$ 37.00	\$ 125.00
Information Systems Security Compliance Manager	Level 1	\$ 32.50	\$ 88.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 39.00	\$ 103.50
Information Systems Security Compliance Manager	Level 3	\$ 46.00	\$ 115.00
Information Systems Security Compliance Manager	Level 4	\$ 52.00	\$ 135.50
LAN Administration Manager	Level 1	\$ 32.50	\$ 80.50
LAN Administration Manager	Level 2	\$ 39.00	\$ 93.50
LAN Administration Manager	Level 3	\$ 46.00	\$ 103.50
LAN Administration Manager	Level 4	\$ 52.00	\$ 122.00
LAN Administrator	Level 1	\$ 29.00	\$ 70.50
LAN Administrator	Level 2	\$ 32.50	\$ 82.00
LAN Administrator	Level 3	\$ 39.00	\$ 99.50
LAN Administrator	Level 4	\$ 46.00	\$ 111.00
LAN Support Technician	Level 1	\$ 14.00	\$ 57.50
LAN Support Technician	Level 2	\$ 17.50	\$ 70.50
LAN Support Technician	Level 3	\$ 21.00	\$ 82.50
LAN Support Technician	Level 4	\$ 23.00	\$ 96.50
Linux System Administrator	Level 1	\$ 29.00	\$ 73.50
Linux System Administrator	Level 2	\$ 32.50	\$ 83.50
Linux System Administrator	Level 3	\$ 39.00	\$ 103.50
Linux System Administrator	Level 4	\$ 46.00	\$ 117.50
Microsoft Specialty Principal Consultant	Level 1	\$ 17.50	\$ 92.00
Microsoft Specialty Principal Consultant	Level 2	\$ 27.50	\$ 112.00
Microsoft Specialty Principal Consultant	Level 3	\$ 37.00	\$ 140.50
Microsoft Specialty Principal Consultant	Level 4	\$ 44.00	\$ 165.00
Microsoft Specialty Technician	Level 1	\$ 17.50	\$ 68.00
Microsoft Specialty Technician	Level 2	\$ 24.50	\$ 77.50
Microsoft Specialty Technician	Level 3	\$ 26.50	\$ 92.00
Microsoft Specialty Technician	Level 4	\$ 29.00	\$ 105.00
Mobile Specialist	Level 1	\$ 17.50	\$ 77.00
Mobile Specialist	Level 2	\$ 24.50	\$ 85.00
Mobile Specialist	Level 3	\$ 26.50	\$ 106.00
Mobile Specialist	Level 4	\$ 29.00	\$ 129.00
Network Engineer	Level 1	\$ 17.50	\$ 72.00
Network Engineer	Level 2	\$ 24.50	\$ 83.50
Network Engineer	Level 3	\$ 26.50	\$ 103.50
Network Engineer	Level 4	\$ 29.00	\$ 117.50
Oracle Policy Automation Functional Consultant	Level 1	\$ 30.00	\$ 96.50
Oracle Policy Automation Functional Consultant	Level 2	\$ 37.00	\$ 112.00
Oracle Policy Automation Functional Consultant	Level 3	\$ 44.00	\$ 126.50
Oracle Policy Automation Functional Consultant	Level 4	\$ 52.00	\$ 146.50
Oracle UPK Technical Administrator	Level 1	\$ 30.00	\$ 96.00
Oracle UPK Technical Administrator	Level 2	\$ 37.00	\$ 107.50
Oracle UPK Technical Administrator	Level 3	\$ 44.00	\$ 119.50
Oracle UPK Technical Administrator	Level 4	\$ 52.00	\$ 136.50
Oracle/PeopleSoft Administrator	Level 1	\$ 32.50	\$ 88.00
Oracle/PeopleSoft Administrator	Level 2	\$ 37.00	\$ 100.50
Oracle/PeopleSoft Administrator	Level 3	\$ 44.00	\$ 117.50
Oracle/PeopleSoft Administrator	Level 4	\$ 52.00	\$ 135.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 27.50	\$ 83.50
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 33.50	\$ 97.50
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 39.00	\$ 115.00
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 45.00	\$ 136.50
ORACLE/PEOPLESOFT DBA	Level 1	\$ 34.50	\$ 93.00
ORACLE/PEOPLESOFT DBA	Level 2	\$ 41.50	\$ 105.50
ORACLE/PEOPLESOFT DBA	Level 3	\$ 47.00	\$ 119.50
ORACLE/PEOPLESOFT DBA	Level 4	\$ 53.00	\$ 137.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 34.50	\$ 87.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 41.50	\$ 99.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 47.00	\$ 115.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 53.00	\$ 136.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 34.50	\$ 102.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 41.50	\$ 115.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 47.00	\$ 128.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 53.00	\$ 147.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 34.50	\$ 89.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 41.50	\$ 106.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 47.00	\$ 119.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 53.00	\$ 137.50
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 34.50	\$ 80.50
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 41.50	\$ 93.50
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 47.00	\$ 103.50
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 53.00	\$ 129.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 34.50	\$ 93.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 41.50	\$ 105.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 47.00	\$ 118.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 53.00	\$ 136.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 34.50	\$ 95.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 41.50	\$ 112.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 47.00	\$ 124.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 53.00	\$ 140.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 34.50	\$ 89.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 41.50	\$ 103.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 47.00	\$ 120.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 53.00	\$ 142.50
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 34.50	\$ 90.00
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 41.50	\$ 104.50
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 47.00	\$ 117.00
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 53.00	\$ 135.00
Oracle/PeopleSoft Project Manager	Level 1	\$ 34.50	\$ 85.00
Oracle/PeopleSoft Project Manager	Level 2	\$ 41.50	\$ 95.00
Oracle/PeopleSoft Project Manager	Level 3	\$ 47.00	\$ 106.00
Oracle/PeopleSoft Project Manager	Level 4	\$ 53.00	\$ 128.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 34.50	\$ 86.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 41.50	\$ 97.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 47.00	\$ 109.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 53.00	\$ 136.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 34.50	\$ 83.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 41.50	\$ 95.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 47.00	\$ 107.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 53.00	\$ 129.00
Oracle/Peoplesoft Technical Architect	Level 1	\$ 34.50	\$ 92.00
Oracle/Peoplesoft Technical Architect	Level 2	\$ 41.50	\$ 109.00
Oracle/Peoplesoft Technical Architect	Level 3	\$ 47.00	\$ 120.50
Oracle/Peoplesoft Technical Architect	Level 4	\$ 53.00	\$ 137.50
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 29.00	\$ 77.50
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 32.50	\$ 92.00
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 39.00	\$ 103.50
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 46.00	\$ 123.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 34.50	\$ 86.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 41.50	\$ 97.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 47.00	\$ 112.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 53.00	\$ 128.00
Product Specialist	Level 1	\$ 29.00	\$ 73.50
Product Specialist	Level 2	\$ 32.50	\$ 85.00
Product Specialist	Level 3	\$ 39.00	\$ 100.50
Product Specialist	Level 4	\$ 46.00	\$ 120.50
Production Control Manager	Level 1	\$ 29.00	\$ 86.00
Production Control Manager	Level 2	\$ 32.50	\$ 97.50
Production Control Manager	Level 3	\$ 39.00	\$ 103.50
Production Control Manager	Level 4	\$ 46.00	\$ 120.50
Programmer	Level 1	\$ 29.00	\$ 66.50
Programmer	Level 2	\$ 32.50	\$ 80.50
Programmer	Level 3	\$ 39.00	\$ 99.50
Programmer	Level 4	\$ 46.00	\$ 109.00
Project Controller	Level 1	\$ 29.00	\$ 77.50
Project Controller	Level 2	\$ 32.50	\$ 89.00
Project Controller	Level 3	\$ 39.00	\$ 105.00
Project Controller	Level 4	\$ 46.00	\$ 122.00
Project/Program Manager	Level 1	\$ 29.00	\$ 80.00
Project/Program Manager	Level 2	\$ 32.50	\$ 90.00
Project/Program Manager	Level 3	\$ 39.00	\$ 103.50
Project/Program Manager	Level 4	\$ 46.00	\$ 129.00
Quality Assurance Analyst	Level 1	\$ 27.50	\$ 72.00
Quality Assurance Analyst	Level 2	\$ 32.50	\$ 83.50
Quality Assurance Analyst	Level 3	\$ 40.50	\$ 103.50
Quality Assurance Analyst	Level 4	\$ 46.00	\$ 116.50
Quality Assurance Manager	Level 1	\$ 34.50	\$ 79.50
Quality Assurance Manager	Level 2	\$ 37.00	\$ 92.50
Quality Assurance Manager	Level 3	\$ 44.00	\$ 105.00
Quality Assurance Manager	Level 4	\$ 52.00	\$ 129.00
SAN Administrator	Level 1	\$ 29.00	\$ 83.50
SAN Administrator	Level 2	\$ 32.50	\$ 97.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 39.00	\$ 109.00
SAN Administrator	Level 4	\$ 46.00	\$ 137.50
Senior Quality Assurance Analyst	Level 1	\$ 40.50	\$ 81.00
Senior Quality Assurance Analyst	Level 2	\$ 46.00	\$ 93.00
Senior Quality Assurance Analyst	Level 3	\$ 48.50	\$ 105.00
Senior Quality Assurance Analyst	Level 4	\$ 52.00	\$ 117.50
Software Engineer	Level 1	\$ 29.00	\$ 68.00
Software Engineer	Level 2	\$ 32.50	\$ 80.50
Software Engineer	Level 3	\$ 39.00	\$ 96.50
Software Engineer	Level 4	\$ 46.00	\$ 113.50
Software Process Engineer	Level 1	\$ 29.00	\$ 69.00
Software Process Engineer	Level 2	\$ 32.50	\$ 80.50
Software Process Engineer	Level 3	\$ 39.00	\$ 96.50
Software Process Engineer	Level 4	\$ 46.00	\$ 113.50
Solution Architect	Level 1	\$ 34.50	\$ 90.00
Solution Architect	Level 2	\$ 41.50	\$ 101.00
Solution Architect	Level 3	\$ 47.00	\$ 113.50
Solution Architect	Level 4	\$ 53.00	\$ 135.50
System Administrator	Level 1	\$ 23.00	\$ 74.50
System Administrator	Level 2	\$ 27.50	\$ 88.00
System Administrator	Level 3	\$ 30.00	\$ 103.50
System Administrator	Level 4	\$ 33.50	\$ 117.50
System Engineer	Level 1	\$ 21.00	\$ 73.50
System Engineer	Level 2	\$ 24.50	\$ 80.50
System Engineer	Level 3	\$ 26.50	\$ 95.00
System Engineer	Level 4	\$ 29.00	\$ 110.00
System Specialist	Level 1	\$ 23.00	\$ 74.50
System Specialist	Level 2	\$ 27.50	\$ 86.00
System Specialist	Level 3	\$ 30.00	\$ 101.50
System Specialist	Level 4	\$ 33.50	\$ 129.00
Systems Administrator	Level 1	\$ 23.00	\$ 69.00
Systems Administrator	Level 2	\$ 27.50	\$ 80.50
Systems Administrator	Level 3	\$ 30.00	\$ 97.50
Systems Administrator	Level 4	\$ 33.50	\$ 109.00
Systems Administrator Manager	Level 1	\$ 23.00	\$ 82.00
Systems Administrator Manager	Level 2	\$ 27.50	\$ 93.50
Systems Administrator Manager	Level 3	\$ 30.00	\$ 105.00
Systems Administrator Manager	Level 4	\$ 33.50	\$ 126.50
Team Lead	Level 1	\$ 21.00	\$ 86.00
Team Lead	Level 2	\$ 24.50	\$ 97.50
Team Lead	Level 3	\$ 26.50	\$ 108.00
Team Lead	Level 4	\$ 29.00	\$ 135.50
Technical Architect	Level 1	\$ 32.50	\$ 90.50
Technical Architect	Level 2	\$ 37.00	\$ 102.00
Technical Architect	Level 3	\$ 40.50	\$ 113.50
Technical Architect	Level 4	\$ 45.00	\$ 137.50
Technical Specialist	Level 1	\$ 14.00	\$ 74.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 17.50	\$ 86.00
Technical Specialist	Level 3	\$ 21.00	\$ 102.00
Technical Specialist	Level 4	\$ 24.50	\$ 117.50
Technical Writer	Level 1	\$ 21.00	\$ 59.00
Technical Writer	Level 2	\$ 25.50	\$ 76.50
Technical Writer	Level 3	\$ 29.00	\$ 88.00
Technical Writer	Level 4	\$ 34.50	\$ 106.00
Telecom Engineer	Level 1	\$ 14.00	\$ 69.00
Telecom Engineer	Level 2	\$ 17.50	\$ 80.00
Telecom Engineer	Level 3	\$ 21.00	\$ 92.00
Telecom Engineer	Level 4	\$ 24.50	\$ 107.50
Tester	Level 1	\$ 25.50	\$ 73.50
Tester	Level 2	\$ 29.00	\$ 85.00
Tester	Level 3	\$ 37.00	\$ 95.00
Tester	Level 4	\$ 46.00	\$ 108.00
Testing Manager	Level 1	\$ 34.50	\$ 79.50
Testing Manager	Level 2	\$ 41.50	\$ 92.50
Testing Manager	Level 3	\$ 47.00	\$ 105.00
Testing Manager	Level 4	\$ 52.00	\$ 129.00
Trainers	Level 1	\$ 25.50	\$ 63.50
Trainers	Level 2	\$ 29.00	\$ 70.50
Trainers	Level 3	\$ 37.00	\$ 84.50
Trainers	Level 4	\$ 46.00	\$ 101.00
Training Developers	Level 1	\$ 25.50	\$ 69.00
Training Developers	Level 2	\$ 29.00	\$ 80.50
Training Developers	Level 3	\$ 32.50	\$ 99.50
Training Developers	Level 4	\$ 37.00	\$ 123.50
Unisys Specialty Architectural Specialist	Level 1	\$ 23.00	\$ 80.50
Unisys Specialty Architectural Specialist	Level 2	\$ 27.50	\$ 93.00
Unisys Specialty Architectural Specialist	Level 3	\$ 32.50	\$ 109.00
Unisys Specialty Architectural Specialist	Level 4	\$ 37.00	\$ 128.00
Unisys Specialty Equipment Operator	Level 1	\$ 21.00	\$ 62.00
Unisys Specialty Equipment Operator	Level 2	\$ 27.50	\$ 72.00
Unisys Specialty Equipment Operator	Level 3	\$ 32.50	\$ 84.00
Unisys Specialty Equipment Operator	Level 4	\$ 37.00	\$ 96.50
Unisys Specialty Production Control Operator	Level 1	\$ 23.00	\$ 66.00
Unisys Specialty Production Control Operator	Level 2	\$ 27.50	\$ 75.50
Unisys Specialty Production Control Operator	Level 3	\$ 32.50	\$ 90.50
Unisys Specialty Production Control Operator	Level 4	\$ 37.00	\$ 105.50
Unisys Specialty Service Delivery Specialist	Level 1	\$ 23.00	\$ 74.50
Unisys Specialty Service Delivery Specialist	Level 2	\$ 27.50	\$ 86.00
Unisys Specialty Service Delivery Specialist	Level 3	\$ 32.50	\$ 97.50
Unisys Specialty Service Delivery Specialist	Level 4	\$ 37.00	\$ 108.50
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 24.50	\$ 74.50
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 29.00	\$ 88.00
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 33.50	\$ 101.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 37.00	\$ 120.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 14.00	\$ 63.50
Video Conference Specialist	Level 2	\$ 17.50	\$ 69.00
Video Conference Specialist	Level 3	\$ 21.00	\$ 79.50
Video Conference Specialist	Level 4	\$ 24.50	\$ 92.00
Voice/Data Engineer	Level 1	\$ 14.00	\$ 72.00
Voice/Data Engineer	Level 2	\$ 17.50	\$ 81.00
Voice/Data Engineer	Level 3	\$ 21.00	\$ 95.50
Voice/Data Engineer	Level 4	\$ 24.50	\$ 132.00
Web Content Designer	Level 1	\$ 17.50	\$ 66.00
Web Content Designer	Level 2	\$ 21.00	\$ 82.00
Web Content Designer	Level 3	\$ 24.50	\$ 101.50
Web Content Designer	Level 4	\$ 29.00	\$ 122.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 29.00	\$ 74.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 34.50	\$ 89.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 37.00	\$ 102.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 40.50	\$ 120.50

MID-ATLANTIC: Delaware - Maryland - Pennsylvania - Virginia - West Virginia

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$0.85
VMS Fee for Spend = \$2.6 to \$5.0	\$0.85
VMS Fee for Spend = \$5.1 to \$7.5	\$0.85
VMS Fee for Spend = \$7.6 to \$10.0	\$0.85
VMS Fee for Spend = \$10.1 to \$12.5	\$0.75
VMS Fee for Spend = \$12.6 to \$15.0	\$0.75
VMS Fee for Spend = \$15.1 and over	\$0.55

Note the fixed VMS per hour fee by spend level. Tiered fee discount methodology based on cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Application Developer	Level 1	\$ 23.00	\$ 62.00
Application Developer	Level 2	\$ 28.00	\$ 73.00
Application Developer	Level 3	\$ 35.00	\$ 88.50
Application Developer	Level 4	\$ 41.00	\$ 102.50
Application Systems Analysis/Programming Manager	Level 1	\$ 23.00	\$ 64.00
Application Systems Analysis/Programming Manager	Level 2	\$ 28.00	\$ 74.00
Application Systems Analysis/Programming Manager	Level 3	\$ 35.00	\$ 89.00
Application Systems Analysis/Programming Manager	Level 4	\$ 41.00	\$ 106.50
Application Systems Analyst/Programmer	Level 1	\$ 23.00	\$ 58.50
Application Systems Analyst/Programmer	Level 2	\$ 28.00	\$ 70.00
Application Systems Analyst/Programmer	Level 3	\$ 35.00	\$ 82.50
Application Systems Analyst/Programmer	Level 4	\$ 41.00	\$ 95.00
Architect	Level 1	\$ 30.00	\$ 78.50
Architect	Level 2	\$ 38.00	\$ 89.00
Architect	Level 3	\$ 46.00	\$ 102.50
Architect	Level 4	\$ 54.00	\$ 114.00
Business Analyst	Level 1	\$ 22.00	\$ 58.50
Business Analyst	Level 2	\$ 28.00	\$ 70.00
Business Analyst	Level 3	\$ 35.00	\$ 82.50
Business Analyst	Level 4	\$ 43.00	\$ 91.00
Business Subject Matter Expert	Level 1	\$ 20.00	\$ 65.50
Business Subject Matter Expert	Level 2	\$ 28.00	\$ 80.00
Business Subject Matter Expert	Level 3	\$ 35.00	\$ 90.00
Business Subject Matter Expert	Level 4	\$ 43.00	\$ 102.00
Business Systems Consultant	Level 1	\$ 22.00	\$ 65.50
Business Systems Consultant	Level 2	\$ 28.00	\$ 78.50
Business Systems Consultant	Level 3	\$ 35.00	\$ 90.00
Business Systems Consultant	Level 4	\$ 43.00	\$ 103.00
Business Systems Consultant Manager	Level 1	\$ 22.00	\$ 69.50
Business Systems Consultant Manager	Level 2	\$ 28.00	\$ 88.00
Business Systems Consultant Manager	Level 3	\$ 35.00	\$ 94.50
Business Systems Consultant Manager	Level 4	\$ 43.00	\$ 110.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 18.00	\$ 63.00
CADD/GIS Administrator	Level 2	\$ 22.00	\$ 72.50
CADD/GIS Administrator	Level 3	\$ 27.00	\$ 91.50
CADD/GIS Administrator	Level 4	\$ 30.00	\$ 106.50
Client Technologies Specialist	Level 1	\$ 12.00	\$ 64.00
Client Technologies Specialist	Level 2	\$ 17.00	\$ 74.50
Client Technologies Specialist	Level 3	\$ 19.00	\$ 89.00
Client Technologies Specialist	Level 4	\$ 22.00	\$ 105.00
Communications Analyst	Level 1	\$ 15.00	\$ 59.00
Communications Analyst	Level 2	\$ 20.00	\$ 69.00
Communications Analyst	Level 3	\$ 25.00	\$ 77.50
Communications Analyst	Level 4	\$ 30.00	\$ 86.00
Computer Operations Manager	Level 1	\$ 15.00	\$ 60.00
Computer Operations Manager	Level 2	\$ 18.00	\$ 70.00
Computer Operations Manager	Level 3	\$ 22.00	\$ 87.50
Computer Operations Manager	Level 4	\$ 26.00	\$ 97.50
Computer Operator	Level 1	\$ 12.00	\$ 41.00
Computer Operator	Level 2	\$ 17.00	\$ 50.50
Computer Operator	Level 3	\$ 19.00	\$ 61.50
Computer Operator	Level 4	\$ 22.00	\$ 72.50
Computer Scheduler	Level 1	\$ 12.00	\$ 42.00
Computer Scheduler	Level 2	\$ 17.00	\$ 50.50
Computer Scheduler	Level 3	\$ 19.00	\$ 63.00
Computer Scheduler	Level 4	\$ 22.00	\$ 75.00
Configuration Management Specialist	Level 1	\$ 12.00	\$ 58.50
Configuration Management Specialist	Level 2	\$ 17.00	\$ 70.00
Configuration Management Specialist	Level 3	\$ 19.00	\$ 82.50
Configuration Management Specialist	Level 4	\$ 22.00	\$ 96.50
Data Administrator	Level 1	\$ 18.00	\$ 62.50
Data Administrator	Level 2	\$ 22.00	\$ 72.50
Data Administrator	Level 3	\$ 25.00	\$ 90.00
Data Administrator	Level 4	\$ 28.00	\$ 102.50
Data Architect	Level 1	\$ 22.00	\$ 77.00
Data Architect	Level 2	\$ 25.00	\$ 89.00
Data Architect	Level 3	\$ 28.00	\$ 102.00
Data Architect	Level 4	\$ 32.00	\$ 124.00
Data Entry Operator	Level 1	\$ 12.00	\$ 41.00
Data Entry Operator	Level 2	\$ 14.00	\$ 50.50
Data Entry Operator	Level 3	\$ 16.00	\$ 61.50
Data Entry Operator	Level 4	\$ 18.00	\$ 72.50
Data Processing Operator	Level 1	\$ 12.00	\$ 42.00
Data Processing Operator	Level 2	\$ 14.00	\$ 48.00
Data Processing Operator	Level 3	\$ 16.00	\$ 58.00
Data Processing Operator	Level 4	\$ 18.00	\$ 70.50
Data Warehousing Administrator	Level 1	\$ 22.00	\$ 66.50
Data Warehousing Administrator	Level 2	\$ 25.00	\$ 80.00
Data Warehousing Administrator	Level 3	\$ 28.00	\$ 94.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 32.00	\$ 104.00
Data Warehousing Analyst	Level 1	\$ 22.00	\$ 67.00
Data Warehousing Analyst	Level 2	\$ 25.00	\$ 76.50
Data Warehousing Analyst	Level 3	\$ 28.00	\$ 89.00
Data Warehousing Analyst	Level 4	\$ 32.00	\$ 99.00
Data/Voice Communications Manager	Level 1	\$ 17.00	\$ 65.50
Data/Voice Communications Manager	Level 2	\$ 19.00	\$ 71.50
Data/Voice Communications Manager	Level 3	\$ 24.00	\$ 83.50
Data/Voice Communications Manager	Level 4	\$ 28.00	\$ 98.50
Database Administrator	Level 1	\$ 22.00	\$ 66.50
Database Administrator	Level 2	\$ 25.00	\$ 76.50
Database Administrator	Level 3	\$ 28.00	\$ 90.00
Database Administrator	Level 4	\$ 35.00	\$ 100.00
Database Analyst	Level 1	\$ 30.00	\$ 59.00
Database Analyst	Level 2	\$ 35.00	\$ 71.50
Database Analyst	Level 3	\$ 40.00	\$ 86.50
Database Analyst	Level 4	\$ 45.00	\$ 99.00
Database Architect	Level 1	\$ 30.00	\$ 78.50
Database Architect	Level 2	\$ 35.00	\$ 87.00
Database Architect	Level 3	\$ 40.00	\$ 100.00
Database Architect	Level 4	\$ 45.00	\$ 120.00
Database Manager/Administrator	Level 1	\$ 30.00	\$ 66.50
Database Manager/Administrator	Level 2	\$ 35.00	\$ 80.00
Database Manager/Administrator	Level 3	\$ 40.00	\$ 92.50
Database Manager/Administrator	Level 4	\$ 45.00	\$ 110.00
Disaster Recovery Administrator	Level 1	\$ 30.00	\$ 66.50
Disaster Recovery Administrator	Level 2	\$ 35.00	\$ 77.00
Disaster Recovery Administrator	Level 3	\$ 40.00	\$ 90.00
Disaster Recovery Administrator	Level 4	\$ 45.00	\$ 108.50
Disaster Recovery Analyst	Level 1	\$ 30.00	\$ 61.50
Disaster Recovery Analyst	Level 2	\$ 35.00	\$ 75.00
Disaster Recovery Analyst	Level 3	\$ 40.00	\$ 86.50
Disaster Recovery Analyst	Level 4	\$ 45.00	\$ 92.50
Enterprise Architect	Level 1	\$ 32.00	\$ 80.00
Enterprise Architect	Level 2	\$ 38.00	\$ 95.00
Enterprise Architect	Level 3	\$ 43.00	\$ 109.00
Enterprise Architect	Level 4	\$ 48.00	\$ 129.00
Functional Architect	Level 1	\$ 32.00	\$ 79.00
Functional Architect	Level 2	\$ 38.00	\$ 93.00
Functional Architect	Level 3	\$ 43.00	\$ 108.00
Functional Architect	Level 4	\$ 48.00	\$ 126.50
Graphic Artist	Level 1	\$ 18.00	\$ 55.00
Graphic Artist	Level 2	\$ 24.00	\$ 65.00
Graphic Artist	Level 3	\$ 32.00	\$ 74.00
Graphic Artist	Level 4	\$ 36.00	\$ 87.50
Help Desk Analyst	Level 1	\$ 10.00	\$ 44.00
Help Desk Analyst	Level 2	\$ 14.00	\$ 52.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 18.00	\$ 65.50
Help Desk Analyst	Level 4	\$ 22.00	\$ 80.00
Help Desk Coordinator	Level 1	\$ 10.00	\$ 44.00
Help Desk Coordinator	Level 2	\$ 13.00	\$ 52.00
Help Desk Coordinator	Level 3	\$ 15.00	\$ 65.50
Help Desk Coordinator	Level 4	\$ 18.00	\$ 76.50
Help Desk Manager	Level 1	\$ 14.00	\$ 54.50
Help Desk Manager	Level 2	\$ 18.00	\$ 66.50
Help Desk Manager	Level 3	\$ 23.00	\$ 81.00
Help Desk Manager	Level 4	\$ 27.00	\$ 99.00
Help Desk Service Specialist	Level 1	\$ 10.00	\$ 46.50
Help Desk Service Specialist	Level 2	\$ 12.00	\$ 56.50
Help Desk Service Specialist	Level 3	\$ 14.00	\$ 67.00
Help Desk Service Specialist	Level 4	\$ 15.00	\$ 82.50
Help Desk Technician	Level 1	\$ 12.00	\$ 44.00
Help Desk Technician	Level 2	\$ 14.00	\$ 52.00
Help Desk Technician	Level 3	\$ 15.00	\$ 65.50
Help Desk Technician	Level 4	\$ 16.00	\$ 76.50
IBM Specialty Software Architect	Level 1	\$ 20.00	\$ 79.00
IBM Specialty Software Architect	Level 2	\$ 24.00	\$ 94.00
IBM Specialty Software Architect	Level 3	\$ 28.00	\$ 104.00
IBM Specialty Software Architect	Level 4	\$ 34.00	\$ 125.00
IBM Specialty Technical Specialist	Level 1	\$ 14.00	\$ 70.00
IBM Specialty Technical Specialist	Level 2	\$ 18.00	\$ 83.50
IBM Specialty Technical Specialist	Level 3	\$ 23.00	\$ 89.50
IBM Specialty Technical Specialist	Level 4	\$ 27.00	\$ 100.00
Independent Verification &Validation	Level 1	\$ 14.00	\$ 68.00
Independent Verification &Validation	Level 2	\$ 18.00	\$ 77.00
Independent Verification &Validation	Level 3	\$ 23.00	\$ 88.00
Independent Verification &Validation	Level 4	\$ 27.00	\$ 100.00
Information Security Analyst	Level 1	\$ 20.00	\$ 67.50
Information Security Analyst	Level 2	\$ 24.00	\$ 77.50
Information Security Analyst	Level 3	\$ 29.00	\$ 91.50
Information Security Analyst	Level 4	\$ 34.00	\$ 106.50
Information Security Manager	Level 1	\$ 22.00	\$ 80.00
Information Security Manager	Level 2	\$ 25.00	\$ 89.00
Information Security Manager	Level 3	\$ 32.00	\$ 98.00
Information Security Manager	Level 4	\$ 35.00	\$ 110.00
Information Security Project Manager	Level 1	\$ 25.00	\$ 80.00
Information Security Project Manager	Level 2	\$ 30.00	\$ 94.00
Information Security Project Manager	Level 3	\$ 35.00	\$ 108.00
Information Security Project Manager	Level 4	\$ 40.00	\$ 120.00
Information Systems Auditor	Level 1	\$ 20.00	\$ 74.00
Information Systems Auditor	Level 2	\$ 24.00	\$ 84.00
Information Systems Auditor	Level 3	\$ 28.00	\$ 94.00
Information Systems Auditor	Level 4	\$ 32.00	\$ 109.00
Information Systems Security Compliance Manager	Level 1	\$ 28.00	\$ 76.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 34.00	\$ 90.00
Information Systems Security Compliance Manager	Level 3	\$ 40.00	\$ 100.00
Information Systems Security Compliance Manager	Level 4	\$ 45.00	\$ 118.00
LAN Administration Manager	Level 1	\$ 28.00	\$ 70.00
LAN Administration Manager	Level 2	\$ 34.00	\$ 81.50
LAN Administration Manager	Level 3	\$ 40.00	\$ 90.00
LAN Administration Manager	Level 4	\$ 45.00	\$ 106.50
LAN Administrator	Level 1	\$ 25.00	\$ 61.50
LAN Administrator	Level 2	\$ 28.00	\$ 71.50
LAN Administrator	Level 3	\$ 34.00	\$ 86.50
LAN Administrator	Level 4	\$ 40.00	\$ 96.50
LAN Support Technician	Level 1	\$ 12.00	\$ 50.00
LAN Support Technician	Level 2	\$ 15.00	\$ 61.50
LAN Support Technician	Level 3	\$ 18.00	\$ 72.00
LAN Support Technician	Level 4	\$ 20.00	\$ 84.00
Linux System Administrator	Level 1	\$ 25.00	\$ 64.00
Linux System Administrator	Level 2	\$ 28.00	\$ 72.50
Linux System Administrator	Level 3	\$ 34.00	\$ 90.00
Linux System Administrator	Level 4	\$ 40.00	\$ 102.50
Microsoft Specialty Principal Consultant	Level 1	\$ 15.00	\$ 80.00
Microsoft Specialty Principal Consultant	Level 2	\$ 24.00	\$ 97.50
Microsoft Specialty Principal Consultant	Level 3	\$ 32.00	\$ 122.50
Microsoft Specialty Principal Consultant	Level 4	\$ 38.00	\$ 144.00
Microsoft Specialty Technician	Level 1	\$ 15.00	\$ 59.00
Microsoft Specialty Technician	Level 2	\$ 21.00	\$ 67.50
Microsoft Specialty Technician	Level 3	\$ 23.00	\$ 80.00
Microsoft Specialty Technician	Level 4	\$ 25.00	\$ 91.50
Mobile Specialist	Level 1	\$ 15.00	\$ 67.00
Mobile Specialist	Level 2	\$ 21.00	\$ 74.00
Mobile Specialist	Level 3	\$ 23.00	\$ 92.50
Mobile Specialist	Level 4	\$ 25.00	\$ 112.50
Network Engineer	Level 1	\$ 15.00	\$ 62.50
Network Engineer	Level 2	\$ 21.00	\$ 72.50
Network Engineer	Level 3	\$ 23.00	\$ 90.00
Network Engineer	Level 4	\$ 25.00	\$ 102.50
Oracle Policy Automation Functional Consultant	Level 1	\$ 26.00	\$ 84.00
Oracle Policy Automation Functional Consultant	Level 2	\$ 32.00	\$ 97.50
Oracle Policy Automation Functional Consultant	Level 3	\$ 38.00	\$ 110.00
Oracle Policy Automation Functional Consultant	Level 4	\$ 45.00	\$ 127.50
Oracle UPK Technical Administrator	Level 1	\$ 26.00	\$ 83.50
Oracle UPK Technical Administrator	Level 2	\$ 32.00	\$ 93.50
Oracle UPK Technical Administrator	Level 3	\$ 38.00	\$ 104.00
Oracle UPK Technical Administrator	Level 4	\$ 45.00	\$ 119.00
Oracle/PeopleSoft Administrator	Level 1	\$ 28.00	\$ 76.50
Oracle/PeopleSoft Administrator	Level 2	\$ 32.00	\$ 87.50
Oracle/PeopleSoft Administrator	Level 3	\$ 38.00	\$ 102.50
Oracle/PeopleSoft Administrator	Level 4	\$ 45.00	\$ 117.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 24.00	\$ 72.50
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 29.00	\$ 85.00
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 34.00	\$ 100.00
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 39.00	\$ 119.00
ORACLE/PEOPLESOFT DBA	Level 1	\$ 30.00	\$ 81.00
ORACLE/PEOPLESOFT DBA	Level 2	\$ 36.00	\$ 92.00
ORACLE/PEOPLESOFT DBA	Level 3	\$ 41.00	\$ 104.00
ORACLE/PEOPLESOFT DBA	Level 4	\$ 46.00	\$ 120.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 30.00	\$ 76.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 36.00	\$ 86.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 41.00	\$ 100.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 46.00	\$ 119.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 30.00	\$ 89.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 36.00	\$ 100.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 41.00	\$ 111.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 46.00	\$ 128.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 30.00	\$ 77.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 36.00	\$ 92.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 41.00	\$ 104.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 46.00	\$ 120.00
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 30.00	\$ 70.00
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 36.00	\$ 81.50
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 41.00	\$ 90.00
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 46.00	\$ 112.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 30.00	\$ 81.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 36.00	\$ 92.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 41.00	\$ 103.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 46.00	\$ 119.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 30.00	\$ 83.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 36.00	\$ 97.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 41.00	\$ 108.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 46.00	\$ 122.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 30.00	\$ 77.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 36.00	\$ 90.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 41.00	\$ 105.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 46.00	\$ 124.00
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 30.00	\$ 78.50
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 36.00	\$ 91.00
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 41.00	\$ 102.00
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 46.00	\$ 117.50
Oracle/PeopleSoft Project Manager	Level 1	\$ 30.00	\$ 74.00
Oracle/PeopleSoft Project Manager	Level 2	\$ 36.00	\$ 82.50
Oracle/PeopleSoft Project Manager	Level 3	\$ 41.00	\$ 92.50
Oracle/PeopleSoft Project Manager	Level 4	\$ 46.00	\$ 111.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 30.00	\$ 75.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 36.00	\$ 85.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 41.00	\$ 95.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 46.00	\$ 119.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 30.00	\$ 72.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 36.00	\$ 82.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 41.00	\$ 93.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 46.00	\$ 112.50
Oracle/Peoplesoft Technical Architect	Level 1	\$ 30.00	\$ 80.00
Oracle/Peoplesoft Technical Architect	Level 2	\$ 36.00	\$ 95.00
Oracle/Peoplesoft Technical Architect	Level 3	\$ 41.00	\$ 105.00
Oracle/Peoplesoft Technical Architect	Level 4	\$ 46.00	\$ 120.00
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 25.00	\$ 67.50
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 28.00	\$ 80.00
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 34.00	\$ 90.00
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 40.00	\$ 107.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 30.00	\$ 75.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 36.00	\$ 85.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 41.00	\$ 97.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 46.00	\$ 111.50
Product Specialist	Level 1	\$ 25.00	\$ 64.00
Product Specialist	Level 2	\$ 28.00	\$ 74.00
Product Specialist	Level 3	\$ 34.00	\$ 87.50
Product Specialist	Level 4	\$ 40.00	\$ 105.00
Production Control Manager	Level 1	\$ 25.00	\$ 75.00
Production Control Manager	Level 2	\$ 28.00	\$ 85.00
Production Control Manager	Level 3	\$ 34.00	\$ 90.00
Production Control Manager	Level 4	\$ 40.00	\$ 105.00
Programmer	Level 1	\$ 25.00	\$ 58.00
Programmer	Level 2	\$ 28.00	\$ 70.00
Programmer	Level 3	\$ 34.00	\$ 86.50
Programmer	Level 4	\$ 40.00	\$ 95.00
Project Controller	Level 1	\$ 25.00	\$ 67.50
Project Controller	Level 2	\$ 28.00	\$ 77.50
Project Controller	Level 3	\$ 34.00	\$ 91.50
Project Controller	Level 4	\$ 40.00	\$ 106.50
Project/Program Manager	Level 1	\$ 25.00	\$ 69.50
Project/Program Manager	Level 2	\$ 28.00	\$ 78.50
Project/Program Manager	Level 3	\$ 34.00	\$ 90.00
Project/Program Manager	Level 4	\$ 40.00	\$ 112.50
Quality Assurance Analyst	Level 1	\$ 24.00	\$ 62.50
Quality Assurance Analyst	Level 2	\$ 28.00	\$ 72.50
Quality Assurance Analyst	Level 3	\$ 35.00	\$ 90.00
Quality Assurance Analyst	Level 4	\$ 40.00	\$ 101.50
Quality Assurance Manager	Level 1	\$ 30.00	\$ 69.00
Quality Assurance Manager	Level 2	\$ 32.00	\$ 80.50
Quality Assurance Manager	Level 3	\$ 38.00	\$ 91.50
Quality Assurance Manager	Level 4	\$ 45.00	\$ 112.50
SAN Administrator	Level 1	\$ 25.00	\$ 72.50
SAN Administrator	Level 2	\$ 28.00	\$ 85.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 34.00	\$ 95.00
SAN Administrator	Level 4	\$ 40.00	\$ 120.00
Senior Quality Assurance Analyst	Level 1	\$ 35.00	\$ 70.50
Senior Quality Assurance Analyst	Level 2	\$ 40.00	\$ 81.00
Senior Quality Assurance Analyst	Level 3	\$ 42.00	\$ 91.50
Senior Quality Assurance Analyst	Level 4	\$ 45.00	\$ 102.50
Software Engineer	Level 1	\$ 25.00	\$ 59.00
Software Engineer	Level 2	\$ 28.00	\$ 70.00
Software Engineer	Level 3	\$ 34.00	\$ 84.00
Software Engineer	Level 4	\$ 40.00	\$ 99.00
Software Process Engineer	Level 1	\$ 25.00	\$ 60.00
Software Process Engineer	Level 2	\$ 28.00	\$ 70.00
Software Process Engineer	Level 3	\$ 34.00	\$ 84.00
Software Process Engineer	Level 4	\$ 40.00	\$ 99.00
Solution Architect	Level 1	\$ 30.00	\$ 78.50
Solution Architect	Level 2	\$ 36.00	\$ 88.00
Solution Architect	Level 3	\$ 41.00	\$ 99.00
Solution Architect	Level 4	\$ 46.00	\$ 118.00
System Administrator	Level 1	\$ 20.00	\$ 65.00
System Administrator	Level 2	\$ 24.00	\$ 76.50
System Administrator	Level 3	\$ 26.00	\$ 90.00
System Administrator	Level 4	\$ 29.00	\$ 102.50
System Engineer	Level 1	\$ 18.00	\$ 64.00
System Engineer	Level 2	\$ 21.00	\$ 70.00
System Engineer	Level 3	\$ 23.00	\$ 82.50
System Engineer	Level 4	\$ 25.00	\$ 96.00
System Specialist	Level 1	\$ 20.00	\$ 65.00
System Specialist	Level 2	\$ 24.00	\$ 75.00
System Specialist	Level 3	\$ 26.00	\$ 88.50
System Specialist	Level 4	\$ 29.00	\$ 112.50
Systems Administrator	Level 1	\$ 20.00	\$ 60.00
Systems Administrator	Level 2	\$ 24.00	\$ 70.00
Systems Administrator	Level 3	\$ 26.00	\$ 85.00
Systems Administrator	Level 4	\$ 29.00	\$ 95.00
Systems Administrator Manager	Level 1	\$ 20.00	\$ 71.50
Systems Administrator Manager	Level 2	\$ 24.00	\$ 81.50
Systems Administrator Manager	Level 3	\$ 26.00	\$ 91.50
Systems Administrator Manager	Level 4	\$ 29.00	\$ 110.00
Team Lead	Level 1	\$ 18.00	\$ 75.00
Team Lead	Level 2	\$ 21.00	\$ 85.00
Team Lead	Level 3	\$ 23.00	\$ 94.00
Team Lead	Level 4	\$ 25.00	\$ 118.00
Technical Architect	Level 1	\$ 28.00	\$ 79.00
Technical Architect	Level 2	\$ 32.00	\$ 89.00
Technical Architect	Level 3	\$ 35.00	\$ 99.00
Technical Architect	Level 4	\$ 39.00	\$ 120.00
Technical Specialist	Level 1	\$ 12.00	\$ 65.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 15.00	\$ 75.00
Technical Specialist	Level 3	\$ 18.00	\$ 89.00
Technical Specialist	Level 4	\$ 21.00	\$ 102.50
Technical Writer	Level 1	\$ 18.00	\$ 51.50
Technical Writer	Level 2	\$ 22.00	\$ 66.50
Technical Writer	Level 3	\$ 25.00	\$ 76.50
Technical Writer	Level 4	\$ 30.00	\$ 92.50
Telecom Engineer	Level 1	\$ 12.00	\$ 60.00
Telecom Engineer	Level 2	\$ 15.00	\$ 69.50
Telecom Engineer	Level 3	\$ 18.00	\$ 80.00
Telecom Engineer	Level 4	\$ 21.00	\$ 93.50
Tester	Level 1	\$ 22.00	\$ 64.00
Tester	Level 2	\$ 25.00	\$ 74.00
Tester	Level 3	\$ 32.00	\$ 82.50
Tester	Level 4	\$ 40.00	\$ 94.00
Testing Manager	Level 1	\$ 30.00	\$ 69.00
Testing Manager	Level 2	\$ 36.00	\$ 80.50
Testing Manager	Level 3	\$ 41.00	\$ 91.50
Testing Manager	Level 4	\$ 45.00	\$ 112.50
Trainers	Level 1	\$ 22.00	\$ 55.00
Trainers	Level 2	\$ 25.00	\$ 61.50
Trainers	Level 3	\$ 32.00	\$ 73.50
Trainers	Level 4	\$ 40.00	\$ 88.00
Training Developers	Level 1	\$ 22.00	\$ 60.00
Training Developers	Level 2	\$ 25.00	\$ 70.00
Training Developers	Level 3	\$ 28.00	\$ 86.50
Training Developers	Level 4	\$ 32.00	\$ 107.50
Unisys Specialty Architectural Specialist	Level 1	\$ 20.00	\$ 70.00
Unisys Specialty Architectural Specialist	Level 2	\$ 24.00	\$ 81.00
Unisys Specialty Architectural Specialist	Level 3	\$ 28.00	\$ 95.00
Unisys Specialty Architectural Specialist	Level 4	\$ 32.00	\$ 111.50
Unisys Specialty Equipment Operator	Level 1	\$ 18.00	\$ 54.00
Unisys Specialty Equipment Operator	Level 2	\$ 24.00	\$ 62.50
Unisys Specialty Equipment Operator	Level 3	\$ 28.00	\$ 73.00
Unisys Specialty Equipment Operator	Level 4	\$ 32.00	\$ 84.00
Unisys Specialty Production Control Operator	Level 1	\$ 20.00	\$ 57.50
Unisys Specialty Production Control Operator	Level 2	\$ 24.00	\$ 65.50
Unisys Specialty Production Control Operator	Level 3	\$ 28.00	\$ 79.00
Unisys Specialty Production Control Operator	Level 4	\$ 32.00	\$ 92.00
Unisys Specialty Service Delivery Specialist	Level 1	\$ 20.00	\$ 65.00
Unisys Specialty Service Delivery Specialist	Level 2	\$ 24.00	\$ 75.00
Unisys Specialty Service Delivery Specialist	Level 3	\$ 28.00	\$ 85.00
Unisys Specialty Service Delivery Specialist	Level 4	\$ 32.00	\$ 94.50
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 21.00	\$ 65.00
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 25.00	\$ 76.50
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 29.00	\$ 88.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 32.00	\$ 105.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 12.00	\$ 55.00
Video Conference Specialist	Level 2	\$ 15.00	\$ 60.00
Video Conference Specialist	Level 3	\$ 18.00	\$ 69.00
Video Conference Specialist	Level 4	\$ 21.00	\$ 80.00
Voice/Data Engineer	Level 1	\$ 12.00	\$ 62.50
Voice/Data Engineer	Level 2	\$ 15.00	\$ 70.50
Voice/Data Engineer	Level 3	\$ 18.00	\$ 83.00
Voice/Data Engineer	Level 4	\$ 21.00	\$ 115.00
Web Content Designer	Level 1	\$ 15.00	\$ 57.50
Web Content Designer	Level 2	\$ 18.00	\$ 71.50
Web Content Designer	Level 3	\$ 21.00	\$ 88.50
Web Content Designer	Level 4	\$ 25.00	\$ 106.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 25.00	\$ 65.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 30.00	\$ 77.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 32.00	\$ 89.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 35.00	\$ 105.00

SOUTHEAST SUNBELT: Alabama - Florida - Georgia - Kentucky - Mississippi - North Carolina - South Carolina - Tennessee

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$0.77
VMS Fee for Spend = \$2.6 to \$5.0	\$0.77
VMS Fee for Spend = \$5.1 to \$7.5	\$0.77
VMS Fee for Spend = \$7.6 to \$10.0	\$0.77
VMS Fee for Spend = \$10.1 to \$12.5	\$0.68
VMS Fee for Spend = \$12.6 to \$15.0	\$0.68
VMS Fee for Spend = \$15.1 and over	\$0.50

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Application Developer	Level 1	\$ 21.00	\$ 56.50
Application Developer	Level 2	\$ 25.50	\$ 66.50
Application Developer	Level 3	\$ 32.00	\$ 80.50
Application Developer	Level 4	\$ 37.50	\$ 93.00
Application Systems Analysis/Programming Manager	Level 1	\$ 21.00	\$ 58.00
Application Systems Analysis/Programming Manager	Level 2	\$ 25.50	\$ 67.50
Application Systems Analysis/Programming Manager	Level 3	\$ 32.00	\$ 81.00
Application Systems Analysis/Programming Manager	Level 4	\$ 37.50	\$ 96.50
Application Systems Analyst/Programmer	Level 1	\$ 21.00	\$ 53.00
Application Systems Analyst/Programmer	Level 2	\$ 25.50	\$ 63.50
Application Systems Analyst/Programmer	Level 3	\$ 32.00	\$ 75.00
Application Systems Analyst/Programmer	Level 4	\$ 37.50	\$ 86.50
Architect	Level 1	\$ 27.50	\$ 71.50
Architect	Level 2	\$ 34.50	\$ 81.00
Architect	Level 3	\$ 42.00	\$ 93.00
Architect	Level 4	\$ 49.00	\$ 103.50
Business Analyst	Level 1	\$ 20.00	\$ 53.00
Business Analyst	Level 2	\$ 25.50	\$ 63.50
Business Analyst	Level 3	\$ 32.00	\$ 75.00
Business Analyst	Level 4	\$ 39.00	\$ 82.50
Business Subject Matter Expert	Level 1	\$ 18.50	\$ 59.50
Business Subject Matter Expert	Level 2	\$ 25.50	\$ 72.50
Business Subject Matter Expert	Level 3	\$ 32.00	\$ 82.00
Business Subject Matter Expert	Level 4	\$ 39.00	\$ 92.50
Business Systems Consultant	Level 1	\$ 20.00	\$ 59.50
Business Systems Consultant	Level 2	\$ 25.50	\$ 71.50
Business Systems Consultant	Level 3	\$ 32.00	\$ 82.00
Business Systems Consultant	Level 4	\$ 39.00	\$ 93.50
Business Systems Consultant Manager	Level 1	\$ 20.00	\$ 63.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Business Systems Consultant Manager	Level 2	\$ 25.50	\$ 80.00
Business Systems Consultant Manager	Level 3	\$ 32.00	\$ 86.00
Business Systems Consultant Manager	Level 4	\$ 39.00	\$ 100.00
CADD/GIS Administrator	Level 1	\$ 16.50	\$ 57.50
CADD/GIS Administrator	Level 2	\$ 20.00	\$ 66.00
CADD/GIS Administrator	Level 3	\$ 24.50	\$ 83.00
CADD/GIS Administrator	Level 4	\$ 27.50	\$ 96.50
Client Technologies Specialist	Level 1	\$ 11.00	\$ 58.00
Client Technologies Specialist	Level 2	\$ 15.50	\$ 67.50
Client Technologies Specialist	Level 3	\$ 17.50	\$ 81.00
Client Technologies Specialist	Level 4	\$ 20.00	\$ 95.50
Communications Analyst	Level 1	\$ 14.00	\$ 53.50
Communications Analyst	Level 2	\$ 18.50	\$ 62.50
Communications Analyst	Level 3	\$ 23.00	\$ 70.50
Communications Analyst	Level 4	\$ 27.50	\$ 78.00
Computer Operations Manager	Level 1	\$ 14.00	\$ 54.50
Computer Operations Manager	Level 2	\$ 16.50	\$ 63.50
Computer Operations Manager	Level 3	\$ 20.00	\$ 79.50
Computer Operations Manager	Level 4	\$ 24.00	\$ 88.50
Computer Operator	Level 1	\$ 11.00	\$ 37.50
Computer Operator	Level 2	\$ 15.50	\$ 46.00
Computer Operator	Level 3	\$ 17.50	\$ 56.00
Computer Operator	Level 4	\$ 20.00	\$ 66.00
Computer Scheduler	Level 1	\$ 11.00	\$ 38.50
Computer Scheduler	Level 2	\$ 15.50	\$ 46.00
Computer Scheduler	Level 3	\$ 17.50	\$ 57.50
Computer Scheduler	Level 4	\$ 20.00	\$ 68.00
Configuration Management Specialist	Level 1	\$ 11.00	\$ 53.00
Configuration Management Specialist	Level 2	\$ 15.50	\$ 63.50
Configuration Management Specialist	Level 3	\$ 17.50	\$ 75.00
Configuration Management Specialist	Level 4	\$ 20.00	\$ 87.50
Data Administrator	Level 1	\$ 16.50	\$ 57.00
Data Administrator	Level 2	\$ 20.00	\$ 66.00
Data Administrator	Level 3	\$ 23.00	\$ 82.00
Data Administrator	Level 4	\$ 25.50	\$ 93.00
Data Architect	Level 1	\$ 20.00	\$ 70.00
Data Architect	Level 2	\$ 23.00	\$ 81.00
Data Architect	Level 3	\$ 25.50	\$ 92.50
Data Architect	Level 4	\$ 29.00	\$ 112.50
Data Entry Operator	Level 1	\$ 11.00	\$ 37.50
Data Entry Operator	Level 2	\$ 13.00	\$ 46.00
Data Entry Operator	Level 3	\$ 14.50	\$ 56.00
Data Entry Operator	Level 4	\$ 16.50	\$ 66.00
Data Processing Operator	Level 1	\$ 11.00	\$ 38.50
Data Processing Operator	Level 2	\$ 13.00	\$ 43.50
Data Processing Operator	Level 3	\$ 14.50	\$ 53.00
Data Processing Operator	Level 4	\$ 16.50	\$ 64.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 1	\$ 20.00	\$ 60.50
Data Warehousing Administrator	Level 2	\$ 23.00	\$ 72.50
Data Warehousing Administrator	Level 3	\$ 25.50	\$ 85.50
Data Warehousing Administrator	Level 4	\$ 29.00	\$ 94.50
Data Warehousing Analyst	Level 1	\$ 20.00	\$ 61.00
Data Warehousing Analyst	Level 2	\$ 23.00	\$ 69.50
Data Warehousing Analyst	Level 3	\$ 25.50	\$ 81.00
Data Warehousing Analyst	Level 4	\$ 29.00	\$ 90.00
Data/Voice Communications Manager	Level 1	\$ 15.50	\$ 59.50
Data/Voice Communications Manager	Level 2	\$ 17.50	\$ 65.00
Data/Voice Communications Manager	Level 3	\$ 22.00	\$ 76.00
Data/Voice Communications Manager	Level 4	\$ 25.50	\$ 89.50
Database Administrator	Level 1	\$ 20.00	\$ 60.50
Database Administrator	Level 2	\$ 23.00	\$ 69.50
Database Administrator	Level 3	\$ 25.50	\$ 82.00
Database Administrator	Level 4	\$ 32.00	\$ 91.00
Database Analyst	Level 1	\$ 27.50	\$ 53.50
Database Analyst	Level 2	\$ 32.00	\$ 65.00
Database Analyst	Level 3	\$ 36.50	\$ 78.50
Database Analyst	Level 4	\$ 41.00	\$ 90.00
Database Architect	Level 1	\$ 27.50	\$ 71.50
Database Architect	Level 2	\$ 32.00	\$ 79.00
Database Architect	Level 3	\$ 36.50	\$ 91.00
Database Architect	Level 4	\$ 41.00	\$ 109.00
Database Manager/Administrator	Level 1	\$ 27.50	\$ 60.50
Database Manager/Administrator	Level 2	\$ 32.00	\$ 72.50
Database Manager/Administrator	Level 3	\$ 36.50	\$ 84.00
Database Manager/Administrator	Level 4	\$ 41.00	\$ 100.00
Disaster Recovery Administrator	Level 1	\$ 27.50	\$ 60.50
Disaster Recovery Administrator	Level 2	\$ 32.00	\$ 70.00
Disaster Recovery Administrator	Level 3	\$ 36.50	\$ 82.00
Disaster Recovery Administrator	Level 4	\$ 41.00	\$ 98.50
Disaster Recovery Analyst	Level 1	\$ 27.50	\$ 56.00
Disaster Recovery Analyst	Level 2	\$ 32.00	\$ 68.00
Disaster Recovery Analyst	Level 3	\$ 36.50	\$ 78.50
Disaster Recovery Analyst	Level 4	\$ 41.00	\$ 84.00
Enterprise Architect	Level 1	\$ 29.00	\$ 72.50
Enterprise Architect	Level 2	\$ 34.50	\$ 86.50
Enterprise Architect	Level 3	\$ 39.00	\$ 99.00
Enterprise Architect	Level 4	\$ 43.50	\$ 117.00
Functional Architect	Level 1	\$ 29.00	\$ 72.00
Functional Architect	Level 2	\$ 34.50	\$ 84.50
Functional Architect	Level 3	\$ 39.00	\$ 98.00
Functional Architect	Level 4	\$ 43.50	\$ 115.00
Graphic Artist	Level 1	\$ 16.50	\$ 50.00
Graphic Artist	Level 2	\$ 22.00	\$ 59.00
Graphic Artist	Level 3	\$ 29.00	\$ 67.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Graphic Artist	Level 4	\$ 33.00	\$ 79.50
Help Desk Analyst	Level 1	\$ 9.50	\$ 40.00
Help Desk Analyst	Level 2	\$ 13.00	\$ 47.50
Help Desk Analyst	Level 3	\$ 16.50	\$ 59.50
Help Desk Analyst	Level 4	\$ 20.00	\$ 72.50
Help Desk Coordinator	Level 1	\$ 9.50	\$ 40.00
Help Desk Coordinator	Level 2	\$ 12.00	\$ 47.50
Help Desk Coordinator	Level 3	\$ 14.00	\$ 59.50
Help Desk Coordinator	Level 4	\$ 16.50	\$ 69.50
Help Desk Manager	Level 1	\$ 13.00	\$ 49.50
Help Desk Manager	Level 2	\$ 16.50	\$ 60.50
Help Desk Manager	Level 3	\$ 21.00	\$ 73.50
Help Desk Manager	Level 4	\$ 24.50	\$ 90.00
Help Desk Service Specialist	Level 1	\$ 9.50	\$ 42.50
Help Desk Service Specialist	Level 2	\$ 11.00	\$ 51.50
Help Desk Service Specialist	Level 3	\$ 13.00	\$ 61.00
Help Desk Service Specialist	Level 4	\$ 14.00	\$ 75.00
Help Desk Technician	Level 1	\$ 11.00	\$ 40.00
Help Desk Technician	Level 2	\$ 13.00	\$ 47.50
Help Desk Technician	Level 3	\$ 14.00	\$ 59.50
Help Desk Technician	Level 4	\$ 14.50	\$ 69.50
IBM Specialty Software Architect	Level 1	\$ 18.50	\$ 72.00
IBM Specialty Software Architect	Level 2	\$ 22.00	\$ 85.50
IBM Specialty Software Architect	Level 3	\$ 25.50	\$ 94.50
IBM Specialty Software Architect	Level 4	\$ 31.00	\$ 113.50
IBM Specialty Technical Specialist	Level 1	\$ 13.00	\$ 63.50
IBM Specialty Technical Specialist	Level 2	\$ 16.50	\$ 76.00
IBM Specialty Technical Specialist	Level 3	\$ 21.00	\$ 81.50
IBM Specialty Technical Specialist	Level 4	\$ 24.50	\$ 91.00
Independent Verification &Validation	Level 1	\$ 13.00	\$ 62.00
Independent Verification &Validation	Level 2	\$ 16.50	\$ 70.00
Independent Verification &Validation	Level 3	\$ 21.00	\$ 80.00
Independent Verification &Validation	Level 4	\$ 24.50	\$ 91.00
Information Security Analyst	Level 1	\$ 18.50	\$ 61.50
Information Security Analyst	Level 2	\$ 22.00	\$ 70.50
Information Security Analyst	Level 3	\$ 26.50	\$ 83.00
Information Security Analyst	Level 4	\$ 31.00	\$ 96.50
Information Security Manager	Level 1	\$ 20.00	\$ 72.50
Information Security Manager	Level 2	\$ 23.00	\$ 81.00
Information Security Manager	Level 3	\$ 29.00	\$ 89.00
Information Security Manager	Level 4	\$ 32.00	\$ 100.00
Information Security Project Manager	Level 1	\$ 23.00	\$ 72.50
Information Security Project Manager	Level 2	\$ 27.50	\$ 85.50
Information Security Project Manager	Level 3	\$ 32.00	\$ 98.00
Information Security Project Manager	Level 4	\$ 36.50	\$ 109.00
Information Systems Auditor	Level 1	\$ 18.50	\$ 67.50
Information Systems Auditor	Level 2	\$ 22.00	\$ 76.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Auditor	Level 3	\$ 25.50	\$ 85.50
Information Systems Auditor	Level 4	\$ 29.00	\$ 99.00
Information Systems Security Compliance Manager	Level 1	\$ 25.50	\$ 69.50
Information Systems Security Compliance Manager	Level 2	\$ 31.00	\$ 82.00
Information Systems Security Compliance Manager	Level 3	\$ 36.50	\$ 91.00
Information Systems Security Compliance Manager	Level 4	\$ 41.00	\$ 107.00
LAN Administration Manager	Level 1	\$ 25.50	\$ 63.50
LAN Administration Manager	Level 2	\$ 31.00	\$ 74.00
LAN Administration Manager	Level 3	\$ 36.50	\$ 82.00
LAN Administration Manager	Level 4	\$ 41.00	\$ 96.50
LAN Administrator	Level 1	\$ 23.00	\$ 56.00
LAN Administrator	Level 2	\$ 25.50	\$ 65.00
LAN Administrator	Level 3	\$ 31.00	\$ 78.50
LAN Administrator	Level 4	\$ 36.50	\$ 87.50
LAN Support Technician	Level 1	\$ 11.00	\$ 45.50
LAN Support Technician	Level 2	\$ 14.00	\$ 56.00
LAN Support Technician	Level 3	\$ 16.50	\$ 65.50
LAN Support Technician	Level 4	\$ 18.50	\$ 76.50
Linux System Administrator	Level 1	\$ 23.00	\$ 58.00
Linux System Administrator	Level 2	\$ 25.50	\$ 66.00
Linux System Administrator	Level 3	\$ 31.00	\$ 82.00
Linux System Administrator	Level 4	\$ 36.50	\$ 93.00
Microsoft Specialty Principal Consultant	Level 1	\$ 14.00	\$ 72.50
Microsoft Specialty Principal Consultant	Level 2	\$ 22.00	\$ 88.50
Microsoft Specialty Principal Consultant	Level 3	\$ 29.00	\$ 111.00
Microsoft Specialty Principal Consultant	Level 4	\$ 34.50	\$ 130.50
Microsoft Specialty Technician	Level 1	\$ 14.00	\$ 53.50
Microsoft Specialty Technician	Level 2	\$ 19.50	\$ 61.50
Microsoft Specialty Technician	Level 3	\$ 21.00	\$ 72.50
Microsoft Specialty Technician	Level 4	\$ 23.00	\$ 83.00
Mobile Specialist	Level 1	\$ 14.00	\$ 61.00
Mobile Specialist	Level 2	\$ 19.50	\$ 67.50
Mobile Specialist	Level 3	\$ 21.00	\$ 84.00
Mobile Specialist	Level 4	\$ 23.00	\$ 102.00
Network Engineer	Level 1	\$ 14.00	\$ 57.00
Network Engineer	Level 2	\$ 19.50	\$ 66.00
Network Engineer	Level 3	\$ 21.00	\$ 82.00
Network Engineer	Level 4	\$ 23.00	\$ 93.00
Oracle Policy Automation Functional Consultant	Level 1	\$ 24.00	\$ 76.50
Oracle Policy Automation Functional Consultant	Level 2	\$ 29.00	\$ 88.50
Oracle Policy Automation Functional Consultant	Level 3	\$ 34.50	\$ 100.00
Oracle Policy Automation Functional Consultant	Level 4	\$ 41.00	\$ 115.50
Oracle UPK Technical Administrator	Level 1	\$ 24.00	\$ 76.00
Oracle UPK Technical Administrator	Level 2	\$ 29.00	\$ 85.00
Oracle UPK Technical Administrator	Level 3	\$ 34.50	\$ 94.50
Oracle UPK Technical Administrator	Level 4	\$ 41.00	\$ 108.00
Oracle/PeopleSoft Administrator	Level 1	\$ 25.50	\$ 69.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Administrator	Level 2	\$ 29.00	\$ 79.50
Oracle/PeopleSoft Administrator	Level 3	\$ 34.50	\$ 93.00
Oracle/PeopleSoft Administrator	Level 4	\$ 41.00	\$ 106.50
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 22.00	\$ 66.00
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 26.50	\$ 77.00
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 31.00	\$ 91.00
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 35.50	\$ 108.00
ORACLE/PEOPLESOFT DBA	Level 1	\$ 27.50	\$ 73.50
ORACLE/PEOPLESOFT DBA	Level 2	\$ 33.00	\$ 83.50
ORACLE/PEOPLESOFT DBA	Level 3	\$ 37.50	\$ 94.50
ORACLE/PEOPLESOFT DBA	Level 4	\$ 42.00	\$ 109.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 27.50	\$ 69.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 33.00	\$ 78.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 37.50	\$ 91.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 42.00	\$ 108.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 27.50	\$ 81.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 33.00	\$ 91.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 37.50	\$ 101.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 42.00	\$ 116.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 27.50	\$ 70.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 33.00	\$ 84.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 37.50	\$ 94.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 42.00	\$ 109.00
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 27.50	\$ 63.50
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 33.00	\$ 74.00
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 37.50	\$ 82.00
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 42.00	\$ 102.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 27.50	\$ 74.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 33.00	\$ 83.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 37.50	\$ 93.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 42.00	\$ 108.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 27.50	\$ 75.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 33.00	\$ 88.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 37.50	\$ 98.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 42.00	\$ 111.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 27.50	\$ 70.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 33.00	\$ 82.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 37.50	\$ 95.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 42.00	\$ 112.50
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 27.50	\$ 71.50
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 33.00	\$ 82.50
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 37.50	\$ 92.50
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 42.00	\$ 106.50
Oracle/PeopleSoft Project Manager	Level 1	\$ 27.50	\$ 67.50
Oracle/PeopleSoft Project Manager	Level 2	\$ 33.00	\$ 75.00
Oracle/PeopleSoft Project Manager	Level 3	\$ 37.50	\$ 84.00
Oracle/PeopleSoft Project Manager	Level 4	\$ 42.00	\$ 101.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 27.50	\$ 68.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 33.00	\$ 77.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 37.50	\$ 86.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 42.00	\$ 108.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 27.50	\$ 66.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 33.00	\$ 75.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 37.50	\$ 85.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 42.00	\$ 102.00
Oracle/Peoplesoft Technical Architect	Level 1	\$ 27.50	\$ 72.50
Oracle/Peoplesoft Technical Architect	Level 2	\$ 33.00	\$ 86.50
Oracle/Peoplesoft Technical Architect	Level 3	\$ 37.50	\$ 95.50
Oracle/Peoplesoft Technical Architect	Level 4	\$ 42.00	\$ 109.00
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 23.00	\$ 61.50
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 25.50	\$ 72.50
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 31.00	\$ 82.00
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 36.50	\$ 97.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 27.50	\$ 68.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 33.00	\$ 77.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 37.50	\$ 88.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 42.00	\$ 101.00
Product Specialist	Level 1	\$ 23.00	\$ 58.00
Product Specialist	Level 2	\$ 25.50	\$ 67.50
Product Specialist	Level 3	\$ 31.00	\$ 79.50
Product Specialist	Level 4	\$ 36.50	\$ 95.50
Production Control Manager	Level 1	\$ 23.00	\$ 68.00
Production Control Manager	Level 2	\$ 25.50	\$ 77.00
Production Control Manager	Level 3	\$ 31.00	\$ 82.00
Production Control Manager	Level 4	\$ 36.50	\$ 95.50
Programmer	Level 1	\$ 23.00	\$ 53.00
Programmer	Level 2	\$ 25.50	\$ 63.50
Programmer	Level 3	\$ 31.00	\$ 78.50
Programmer	Level 4	\$ 36.50	\$ 86.50
Project Controller	Level 1	\$ 23.00	\$ 61.50
Project Controller	Level 2	\$ 25.50	\$ 70.50
Project Controller	Level 3	\$ 31.00	\$ 83.00
Project Controller	Level 4	\$ 36.50	\$ 96.50
Project/Program Manager	Level 1	\$ 23.00	\$ 63.00
Project/Program Manager	Level 2	\$ 25.50	\$ 71.50
Project/Program Manager	Level 3	\$ 31.00	\$ 82.00
Project/Program Manager	Level 4	\$ 36.50	\$ 102.00
Quality Assurance Analyst	Level 1	\$ 22.00	\$ 57.00
Quality Assurance Analyst	Level 2	\$ 25.50	\$ 66.00
Quality Assurance Analyst	Level 3	\$ 32.00	\$ 82.00
Quality Assurance Analyst	Level 4	\$ 36.50	\$ 92.00
Quality Assurance Manager	Level 1	\$ 27.50	\$ 62.50
Quality Assurance Manager	Level 2	\$ 29.00	\$ 73.00
Quality Assurance Manager	Level 3	\$ 34.50	\$ 83.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Quality Assurance Manager	Level 4	\$ 41.00	\$ 102.00
SAN Administrator	Level 1	\$ 23.00	\$ 66.00
SAN Administrator	Level 2	\$ 25.50	\$ 77.00
SAN Administrator	Level 3	\$ 31.00	\$ 86.50
SAN Administrator	Level 4	\$ 36.50	\$ 109.00
Senior Quality Assurance Analyst	Level 1	\$ 32.00	\$ 64.00
Senior Quality Assurance Analyst	Level 2	\$ 36.50	\$ 73.50
Senior Quality Assurance Analyst	Level 3	\$ 38.50	\$ 83.00
Senior Quality Assurance Analyst	Level 4	\$ 41.00	\$ 93.00
Software Engineer	Level 1	\$ 23.00	\$ 53.50
Software Engineer	Level 2	\$ 25.50	\$ 63.50
Software Engineer	Level 3	\$ 31.00	\$ 76.50
Software Engineer	Level 4	\$ 36.50	\$ 90.00
Software Process Engineer	Level 1	\$ 23.00	\$ 54.50
Software Process Engineer	Level 2	\$ 25.50	\$ 63.50
Software Process Engineer	Level 3	\$ 31.00	\$ 76.50
Software Process Engineer	Level 4	\$ 36.50	\$ 90.00
Solution Architect	Level 1	\$ 27.50	\$ 71.50
Solution Architect	Level 2	\$ 33.00	\$ 80.00
Solution Architect	Level 3	\$ 37.50	\$ 90.00
Solution Architect	Level 4	\$ 42.00	\$ 107.00
System Administrator	Level 1	\$ 18.50	\$ 59.00
System Administrator	Level 2	\$ 22.00	\$ 69.50
System Administrator	Level 3	\$ 24.00	\$ 82.00
System Administrator	Level 4	\$ 26.50	\$ 93.00
System Engineer	Level 1	\$ 16.50	\$ 58.00
System Engineer	Level 2	\$ 19.50	\$ 63.50
System Engineer	Level 3	\$ 21.00	\$ 75.00
System Engineer	Level 4	\$ 23.00	\$ 87.00
System Specialist	Level 1	\$ 18.50	\$ 59.00
System Specialist	Level 2	\$ 22.00	\$ 68.00
System Specialist	Level 3	\$ 24.00	\$ 80.50
System Specialist	Level 4	\$ 26.50	\$ 102.00
Systems Administrator	Level 1	\$ 18.50	\$ 54.50
Systems Administrator	Level 2	\$ 22.00	\$ 63.50
Systems Administrator	Level 3	\$ 24.00	\$ 77.00
Systems Administrator	Level 4	\$ 26.50	\$ 86.50
Systems Administrator Manager	Level 1	\$ 18.50	\$ 65.00
Systems Administrator Manager	Level 2	\$ 22.00	\$ 74.00
Systems Administrator Manager	Level 3	\$ 24.00	\$ 83.00
Systems Administrator Manager	Level 4	\$ 26.50	\$ 100.00
Team Lead	Level 1	\$ 16.50	\$ 68.00
Team Lead	Level 2	\$ 19.50	\$ 77.00
Team Lead	Level 3	\$ 21.00	\$ 85.50
Team Lead	Level 4	\$ 23.00	\$ 107.00
Technical Architect	Level 1	\$ 25.50	\$ 72.00
Technical Architect	Level 2	\$ 29.00	\$ 81.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Architect	Level 3	\$ 32.00	\$ 90.00
Technical Architect	Level 4	\$ 35.50	\$ 109.00
Technical Specialist	Level 1	\$ 11.00	\$ 59.00
Technical Specialist	Level 2	\$ 14.00	\$ 68.00
Technical Specialist	Level 3	\$ 16.50	\$ 81.00
Technical Specialist	Level 4	\$ 19.50	\$ 93.00
Technical Writer	Level 1	\$ 16.50	\$ 47.00
Technical Writer	Level 2	\$ 20.00	\$ 60.50
Technical Writer	Level 3	\$ 23.00	\$ 69.50
Technical Writer	Level 4	\$ 27.50	\$ 84.00
Telecom Engineer	Level 1	\$ 11.00	\$ 54.50
Telecom Engineer	Level 2	\$ 14.00	\$ 63.00
Telecom Engineer	Level 3	\$ 16.50	\$ 72.50
Telecom Engineer	Level 4	\$ 19.50	\$ 85.00
Tester	Level 1	\$ 20.00	\$ 58.00
Tester	Level 2	\$ 23.00	\$ 67.50
Tester	Level 3	\$ 29.00	\$ 75.00
Tester	Level 4	\$ 36.50	\$ 85.50
Testing Manager	Level 1	\$ 27.50	\$ 62.50
Testing Manager	Level 2	\$ 33.00	\$ 73.00
Testing Manager	Level 3	\$ 37.50	\$ 83.00
Testing Manager	Level 4	\$ 41.00	\$ 102.00
Trainers	Level 1	\$ 20.00	\$ 50.00
Trainers	Level 2	\$ 23.00	\$ 56.00
Trainers	Level 3	\$ 29.00	\$ 67.00
Trainers	Level 4	\$ 36.50	\$ 80.00
Training Developers	Level 1	\$ 20.00	\$ 54.50
Training Developers	Level 2	\$ 23.00	\$ 63.50
Training Developers	Level 3	\$ 25.50	\$ 78.50
Training Developers	Level 4	\$ 29.00	\$ 97.50
Unisys Specialty Architectural Specialist	Level 1	\$ 18.50	\$ 63.50
Unisys Specialty Architectural Specialist	Level 2	\$ 22.00	\$ 73.50
Unisys Specialty Architectural Specialist	Level 3	\$ 25.50	\$ 86.50
Unisys Specialty Architectural Specialist	Level 4	\$ 29.00	\$ 101.00
Unisys Specialty Equipment Operator	Level 1	\$ 16.50	\$ 49.00
Unisys Specialty Equipment Operator	Level 2	\$ 22.00	\$ 57.00
Unisys Specialty Equipment Operator	Level 3	\$ 25.50	\$ 66.50
Unisys Specialty Equipment Operator	Level 4	\$ 29.00	\$ 76.50
Unisys Specialty Production Control Operator	Level 1	\$ 18.50	\$ 52.50
Unisys Specialty Production Control Operator	Level 2	\$ 22.00	\$ 59.50
Unisys Specialty Production Control Operator	Level 3	\$ 25.50	\$ 72.00
Unisys Specialty Production Control Operator	Level 4	\$ 29.00	\$ 83.50
Unisys Specialty Service Delivery Specialist	Level 1	\$ 18.50	\$ 59.00
Unisys Specialty Service Delivery Specialist	Level 2	\$ 22.00	\$ 68.00
Unisys Specialty Service Delivery Specialist	Level 3	\$ 25.50	\$ 77.00
Unisys Specialty Service Delivery Specialist	Level 4	\$ 29.00	\$ 86.00
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 19.50	\$ 59.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 23.00	\$ 69.50
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 26.50	\$ 80.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 29.00	\$ 95.50
Video Conference Specialist	Level 1	\$ 11.00	\$ 50.00
Video Conference Specialist	Level 2	\$ 14.00	\$ 54.50
Video Conference Specialist	Level 3	\$ 16.50	\$ 62.50
Video Conference Specialist	Level 4	\$ 19.50	\$ 72.50
Voice/Data Engineer	Level 1	\$ 11.00	\$ 57.00
Voice/Data Engineer	Level 2	\$ 14.00	\$ 64.00
Voice/Data Engineer	Level 3	\$ 16.50	\$ 75.50
Voice/Data Engineer	Level 4	\$ 19.50	\$ 104.50
Web Content Designer	Level 1	\$ 14.00	\$ 52.50
Web Content Designer	Level 2	\$ 16.50	\$ 65.00
Web Content Designer	Level 3	\$ 19.50	\$ 80.50
Web Content Designer	Level 4	\$ 23.00	\$ 96.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 23.00	\$ 59.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 27.50	\$ 70.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 29.00	\$ 81.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 32.00	\$ 95.50

GREAT LAKES: Illinois - Indiana - Ohio - Michigan - Minnesota - Wisconsin

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$0.72
VMS Fee for Spend = \$2.6 to \$5.0	\$0.72
VMS Fee for Spend = \$5.1 to \$7.5	\$0.72
VMS Fee for Spend = \$7.6 to \$10.0	\$0.72
VMS Fee for Spend = \$10.1 to \$12.5	\$0.64
VMS Fee for Spend = \$12.6 to \$15.0	\$0.64
VMS Fee for Spend = \$15.1 and over	\$0.47

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on
cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Application Developer		\$ 22.00	\$ 58.50
Application Developer	Level 2	\$ 26.50	\$ 69.00
Application Developer	Level 3	\$ 33.00	\$ 83.50
Application Developer	Level 4	\$ 38.50	\$ 96.50
Application Systems Analysis/Programming Manager	Level 1	\$ 22.00	\$ 60.50
Application Systems Analysis/Programming Manager	Level 2	\$ 26.50	\$ 69.50
Application Systems Analysis/Programming Manager	Level 3	\$ 33.00	\$ 84.00
Application Systems Analysis/Programming Manager	Level 4	\$ 38.50	\$ 100.00
Application Systems Analyst/Programmer	Level 1	\$ 22.00	\$ 55.00
Application Systems Analyst/Programmer	Level 2	\$ 26.50	\$ 66.00
Application Systems Analyst/Programmer	Level 3	\$ 33.00	\$ 77.50
Application Systems Analyst/Programmer	Level 4	\$ 38.50	\$ 89.50
Architect	Level 1	\$ 28.50	\$ 74.00
Architect	Level 2	\$ 36.00	\$ 84.00
Architect	Level 3	\$ 43.50	\$ 96.50
Architect	Level 4	\$ 51.00	\$ 107.50
Business Analyst	Level 1	\$ 21.00	\$ 55.00
Business Analyst	Level 2	\$ 26.50	\$ 66.00
Business Analyst	Level 3	\$ 33.00	\$ 77.50
Business Analyst	Level 4	\$ 40.50	\$ 85.50
Business Subject Matter Expert	Level 1	\$ 19.00	\$ 62.00
Business Subject Matter Expert	Level 2	\$ 26.50	\$ 75.50
Business Subject Matter Expert	Level 3	\$ 33.00	\$ 85.00
Business Subject Matter Expert	Level 4	\$ 40.50	\$ 96.00
Business Systems Consultant	Level 1	\$ 21.00	\$ 62.00
Business Systems Consultant	Level 2	\$ 26.50	\$ 74.00
Business Systems Consultant	Level 3	\$ 33.00	\$ 85.00
Business Systems Consultant	Level 4	\$ 40.50	\$ 97.00
Business Systems Consultant Manager	Level 1	\$ 21.00	\$ 65.50
Business Systems Consultant Manager	Level 2	\$ 26.50	\$ 83.00
Business Systems Consultant Manager	Level 3	\$ 33.00	\$ 89.00
Business Systems Consultant Manager	Level 4	\$ 40.50	\$ 103.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 17.00	\$ 59.50
CADD/GIS Administrator	Level 2	\$ 21.00	\$ 68.50
CADD/GIS Administrator	Level 3	\$ 25.50	\$ 86.00
CADD/GIS Administrator	Level 4	\$ 28.50	\$ 100.00
Client Technologies Specialist	Level 1	\$ 11.50	\$ 60.50
Client Technologies Specialist	Level 2	\$ 16.00	\$ 70.00
Client Technologies Specialist	Level 3	\$ 18.00	\$ 84.00
Client Technologies Specialist	Level 4	\$ 21.00	\$ 99.00
Communications Analyst	Level 1	\$ 14.50	\$ 55.50
Communications Analyst	Level 2	\$ 19.00	\$ 65.00
Communications Analyst	Level 3	\$ 23.50	\$ 73.00
Communications Analyst	Level 4	\$ 28.50	\$ 81.00
Computer Operations Manager	Level 1	\$ 14.50	\$ 56.50
Computer Operations Manager	Level 2	\$ 17.00	\$ 66.00
Computer Operations Manager	Level 3	\$ 21.00	\$ 82.50
Computer Operations Manager	Level 4	\$ 24.50	\$ 92.00
Computer Operator	Level 1	\$ 11.50	\$ 38.50
Computer Operator	Level 2	\$ 16.00	\$ 47.50
Computer Operator	Level 3	\$ 18.00	\$ 58.00
Computer Operator	Level 4	\$ 21.00	\$ 68.50
Computer Scheduler	Level 1	\$ 11.50	\$ 39.50
Computer Scheduler	Level 2	\$ 16.00	\$ 47.50
Computer Scheduler	Level 3	\$ 18.00	\$ 59.50
Computer Scheduler	Level 4	\$ 21.00	\$ 70.50
Configuration Management Specialist	Level 1	\$ 11.50	\$ 55.00
Configuration Management Specialist	Level 2	\$ 16.00	\$ 66.00
Configuration Management Specialist	Level 3	\$ 18.00	\$ 77.50
Configuration Management Specialist	Level 4	\$ 21.00	\$ 91.00
Data Administrator	Level 1	\$ 17.00	\$ 59.00
Data Administrator	Level 2	\$ 21.00	\$ 68.50
Data Administrator	Level 3	\$ 23.50	\$ 85.00
Data Administrator	Level 4	\$ 26.50	\$ 96.50
Data Architect	Level 1	\$ 21.00	\$ 72.50
Data Architect	Level 2	\$ 23.50	\$ 84.00
Data Architect	Level 3	\$ 26.50	\$ 96.00
Data Architect	Level 4	\$ 30.50	\$ 116.50
Data Entry Operator	Level 1	\$ 11.50	\$ 38.50
Data Entry Operator	Level 2	\$ 13.50	\$ 47.50
Data Entry Operator	Level 3	\$ 15.50	\$ 58.00
Data Entry Operator	Level 4	\$ 17.00	\$ 68.50
Data Processing Operator	Level 1	\$ 11.50	\$ 39.50
Data Processing Operator	Level 2	\$ 13.50	\$ 45.50
Data Processing Operator	Level 3	\$ 15.50	\$ 54.50
Data Processing Operator	Level 4	\$ 17.00	\$ 66.50
Data Warehousing Administrator	Level 1	\$ 21.00	\$ 62.50
Data Warehousing Administrator	Level 2	\$ 23.50	\$ 75.50
Data Warehousing Administrator	Level 3	\$ 26.50	\$ 88.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 30.50	\$ 98.00
Data Warehousing Analyst	Level 1	\$ 21.00	\$ 63.00
Data Warehousing Analyst	Level 2	\$ 23.50	\$ 72.00
Data Warehousing Analyst	Level 3	\$ 26.50	\$ 84.00
Data Warehousing Analyst	Level 4	\$ 30.50	\$ 93.00
Data/Voice Communications Manager	Level 1	\$ 16.00	\$ 62.00
Data/Voice Communications Manager	Level 2	\$ 18.00	\$ 67.50
Data/Voice Communications Manager	Level 3	\$ 23.00	\$ 78.50
Data/Voice Communications Manager	Level 4	\$ 26.50	\$ 92.50
Database Administrator	Level 1	\$ 21.00	\$ 62.50
Database Administrator	Level 2	\$ 23.50	\$ 72.00
Database Administrator	Level 3	\$ 26.50	\$ 85.00
Database Administrator	Level 4	\$ 33.00	\$ 94.00
Database Analyst	Level 1	\$ 28.50	\$ 55.50
Database Analyst	Level 2	\$ 33.00	\$ 67.50
Database Analyst	Level 3	\$ 38.00	\$ 81.50
Database Analyst	Level 4	\$ 42.50	\$ 93.00
Database Architect	Level 1	\$ 28.50	\$ 74.00
Database Architect	Level 2	\$ 33.00	\$ 82.00
Database Architect	Level 3	\$ 38.00	\$ 94.00
Database Architect	Level 4	\$ 42.50	\$ 113.00
Database Manager/Administrator	Level 1	\$ 28.50	\$ 62.50
Database Manager/Administrator	Level 2	\$ 33.00	\$ 75.50
Database Manager/Administrator	Level 3	\$ 38.00	\$ 87.00
Database Manager/Administrator	Level 4	\$ 42.50	\$ 103.50
Disaster Recovery Administrator	Level 1	\$ 28.50	\$ 62.50
Disaster Recovery Administrator	Level 2	\$ 33.00	\$ 72.50
Disaster Recovery Administrator	Level 3	\$ 38.00	\$ 85.00
Disaster Recovery Administrator	Level 4	\$ 42.50	\$ 102.00
Disaster Recovery Analyst	Level 1	\$ 28.50	\$ 58.00
Disaster Recovery Analyst	Level 2	\$ 33.00	\$ 70.50
Disaster Recovery Analyst	Level 3	\$ 38.00	\$ 81.50
Disaster Recovery Analyst	Level 4	\$ 42.50	\$ 87.00
Enterprise Architect	Level 1	\$ 30.50	\$ 75.50
Enterprise Architect	Level 2	\$ 36.00	\$ 89.50
Enterprise Architect	Level 3	\$ 40.50	\$ 102.50
Enterprise Architect	Level 4	\$ 45.50	\$ 121.50
Functional Architect	Level 1	\$ 30.50	\$ 74.50
Functional Architect	Level 2	\$ 36.00	\$ 87.50
Functional Architect	Level 3	\$ 40.50	\$ 101.50
Functional Architect	Level 4	\$ 45.50	\$ 119.00
Graphic Artist	Level 1	\$ 17.00	\$ 52.00
Graphic Artist	Level 2	\$ 23.00	\$ 61.50
Graphic Artist	Level 3	\$ 30.50	\$ 69.50
Graphic Artist	Level 4	\$ 34.00	\$ 82.50
Help Desk Analyst	Level 1	\$ 9.50	\$ 41.50
Help Desk Analyst	Level 2	\$ 13.50	\$ 49.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 17.00	\$ 62.00
Help Desk Analyst	Level 4	\$ 21.00	\$ 75.50
Help Desk Coordinator	Level 1	\$ 9.50	\$ 41.50
Help Desk Coordinator	Level 2	\$ 12.50	\$ 49.00
Help Desk Coordinator	Level 3	\$ 14.50	\$ 62.00
Help Desk Coordinator	Level 4	\$ 17.00	\$ 72.00
Help Desk Manager	Level 1	\$ 13.50	\$ 51.50
Help Desk Manager	Level 2	\$ 17.00	\$ 62.50
Help Desk Manager	Level 3	\$ 22.00	\$ 76.50
Help Desk Manager	Level 4	\$ 25.50	\$ 93.00
Help Desk Service Specialist	Level 1	\$ 9.50	\$ 44.00
Help Desk Service Specialist	Level 2	\$ 11.50	\$ 53.50
Help Desk Service Specialist	Level 3	\$ 13.50	\$ 63.00
Help Desk Service Specialist	Level 4	\$ 14.50	\$ 77.50
Help Desk Technician	Level 1	\$ 11.50	\$ 41.50
Help Desk Technician	Level 2	\$ 13.50	\$ 49.00
Help Desk Technician	Level 3	\$ 14.50	\$ 62.00
Help Desk Technician	Level 4	\$ 15.50	\$ 72.00
IBM Specialty Software Architect	Level 1	\$ 19.00	\$ 74.50
IBM Specialty Software Architect	Level 2	\$ 23.00	\$ 88.50
IBM Specialty Software Architect	Level 3	\$ 26.50	\$ 98.00
IBM Specialty Software Architect	Level 4	\$ 32.00	\$ 117.50
IBM Specialty Technical Specialist	Level 1	\$ 13.50	\$ 66.00
IBM Specialty Technical Specialist	Level 2	\$ 17.00	\$ 78.50
IBM Specialty Technical Specialist	Level 3	\$ 22.00	\$ 84.50
IBM Specialty Technical Specialist	Level 4	\$ 25.50	\$ 94.00
Independent Verification &Validation	Level 1	\$ 13.50	\$ 64.00
Independent Verification &Validation	Level 2	\$ 17.00	\$ 72.50
Independent Verification &Validation	Level 3	\$ 22.00	\$ 83.00
Independent Verification &Validation	Level 4	\$ 25.50	\$ 94.00
Information Security Analyst	Level 1	\$ 19.00	\$ 63.50
Information Security Analyst	Level 2	\$ 23.00	\$ 73.00
Information Security Analyst	Level 3	\$ 27.50	\$ 86.00
Information Security Analyst	Level 4	\$ 32.00	\$ 100.00
Information Security Manager	Level 1	\$ 21.00	\$ 75.50
Information Security Manager	Level 2	\$ 23.50	\$ 84.00
Information Security Manager	Level 3	\$ 30.50	\$ 92.50
Information Security Manager	Level 4	\$ 33.00	\$ 103.50
Information Security Project Manager	Level 1	\$ 23.50	\$ 75.50
Information Security Project Manager	Level 2	\$ 28.50	\$ 88.50
Information Security Project Manager	Level 3	\$ 33.00	\$ 101.50
Information Security Project Manager	Level 4	\$ 38.00	\$ 113.00
Information Systems Auditor	Level 1	\$ 19.00	\$ 69.50
Information Systems Auditor	Level 2	\$ 23.00	\$ 79.00
Information Systems Auditor	Level 3	\$ 26.50	\$ 88.50
Information Systems Auditor	Level 4	\$ 30.50	\$ 102.50
Information Systems Security Compliance Manager	Level 1	\$ 26.50	\$ 72.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 32.00	\$ 85.00
Information Systems Security Compliance Manager	Level 3	\$ 38.00	\$ 94.00
Information Systems Security Compliance Manager	Level 4	\$ 42.50	\$ 111.00
LAN Administration Manager	Level 1	\$ 26.50	\$ 66.00
LAN Administration Manager	Level 2	\$ 32.00	\$ 77.00
LAN Administration Manager	Level 3	\$ 38.00	\$ 85.00
LAN Administration Manager	Level 4	\$ 42.50	\$ 100.00
LAN Administrator	Level 1	\$ 23.50	\$ 58.00
LAN Administrator	Level 2	\$ 26.50	\$ 67.50
LAN Administrator	Level 3	\$ 32.00	\$ 81.50
LAN Administrator	Level 4	\$ 38.00	\$ 91.00
LAN Support Technician	Level 1	\$ 11.50	\$ 47.00
LAN Support Technician	Level 2	\$ 14.50	\$ 58.00
LAN Support Technician	Level 3	\$ 17.00	\$ 68.00
LAN Support Technician	Level 4	\$ 19.00	\$ 79.00
Linux System Administrator	Level 1	\$ 23.50	\$ 60.50
Linux System Administrator	Level 2	\$ 26.50	\$ 68.50
Linux System Administrator	Level 3	\$ 32.00	\$ 85.00
Linux System Administrator	Level 4	\$ 38.00	\$ 96.50
Microsoft Specialty Principal Consultant	Level 1	\$ 14.50	\$ 75.50
Microsoft Specialty Principal Consultant	Level 2	\$ 23.00	\$ 92.00
Microsoft Specialty Principal Consultant	Level 3	\$ 30.50	\$ 115.50
Microsoft Specialty Principal Consultant	Level 4	\$ 36.00	\$ 135.50
Microsoft Specialty Technician	Level 1	\$ 14.50	\$ 55.50
Microsoft Specialty Technician	Level 2	\$ 20.00	\$ 63.50
Microsoft Specialty Technician	Level 3	\$ 22.00	\$ 75.50
Microsoft Specialty Technician	Level 4	\$ 23.50	\$ 86.00
Mobile Specialist	Level 1	\$ 14.50	\$ 63.00
Mobile Specialist	Level 2	\$ 20.00	\$ 69.50
Mobile Specialist	Level 3	\$ 22.00	\$ 87.00
Mobile Specialist	Level 4	\$ 23.50	\$ 106.00
Network Engineer	Level 1	\$ 14.50	\$ 59.00
Network Engineer	Level 2	\$ 20.00	\$ 68.50
Network Engineer	Level 3	\$ 22.00	\$ 85.00
Network Engineer	Level 4	\$ 23.50	\$ 96.50
Oracle Policy Automation Functional Consultant	Level 1	\$ 24.50	\$ 79.00
Oracle Policy Automation Functional Consultant	Level 2	\$ 30.50	\$ 92.00
Oracle Policy Automation Functional Consultant	Level 3	\$ 36.00	\$ 103.50
Oracle Policy Automation Functional Consultant	Level 4	\$ 42.50	\$ 120.00
Oracle UPK Technical Administrator	Level 1	\$ 24.50	\$ 78.50
Oracle UPK Technical Administrator	Level 2	\$ 30.50	\$ 88.00
Oracle UPK Technical Administrator	Level 3	\$ 36.00	\$ 98.00
Oracle UPK Technical Administrator	Level 4	\$ 42.50	\$ 112.00
Oracle/PeopleSoft Administrator	Level 1	\$ 26.50	\$ 72.00
Oracle/PeopleSoft Administrator	Level 2	\$ 30.50	\$ 82.50
Oracle/PeopleSoft Administrator	Level 3	\$ 36.00	\$ 96.50
Oracle/PeopleSoft Administrator	Level 4	\$ 42.50	\$ 110.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 23.00	\$ 68.50
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 27.50	\$ 80.00
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 32.00	\$ 94.00
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 37.00	\$ 112.00
ORACLE/PEOPLESOFT DBA	Level 1	\$ 28.50	\$ 76.50
ORACLE/PEOPLESOFT DBA	Level 2	\$ 34.00	\$ 86.50
ORACLE/PEOPLESOFT DBA	Level 3	\$ 38.50	\$ 98.00
ORACLE/PEOPLESOFT DBA	Level 4	\$ 43.50	\$ 113.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 28.50	\$ 71.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 34.00	\$ 81.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 38.50	\$ 94.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 43.50	\$ 112.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 28.50	\$ 84.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 34.00	\$ 94.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 38.50	\$ 105.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 43.50	\$ 120.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 28.50	\$ 73.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 34.00	\$ 87.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 38.50	\$ 98.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 43.50	\$ 113.00
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 28.50	\$ 66.00
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 34.00	\$ 77.00
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 38.50	\$ 85.00
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 43.50	\$ 106.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 28.50	\$ 77.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 34.00	\$ 86.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 38.50	\$ 97.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 43.50	\$ 112.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 28.50	\$ 78.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 34.00	\$ 92.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 38.50	\$ 101.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 43.50	\$ 115.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 28.50	\$ 73.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 34.00	\$ 85.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 38.50	\$ 99.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 43.50	\$ 116.50
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 28.50	\$ 74.00
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 34.00	\$ 85.50
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 38.50	\$ 96.00
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 43.50	\$ 110.50
Oracle/PeopleSoft Project Manager	Level 1	\$ 28.50	\$ 69.50
Oracle/PeopleSoft Project Manager	Level 2	\$ 34.00	\$ 77.50
Oracle/PeopleSoft Project Manager	Level 3	\$ 38.50	\$ 87.00
Oracle/PeopleSoft Project Manager	Level 4	\$ 43.50	\$ 105.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 28.50	\$ 70.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 34.00	\$ 80.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 38.50	\$ 89.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 43.50	\$ 112.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 28.50	\$ 68.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 34.00	\$ 77.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 38.50	\$ 88.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 43.50	\$ 106.00
Oracle/Peoplesoft Technical Architect	Level 1	\$ 28.50	\$ 75.50
Oracle/Peoplesoft Technical Architect	Level 2	\$ 34.00	\$ 89.50
Oracle/Peoplesoft Technical Architect	Level 3	\$ 38.50	\$ 99.00
Oracle/Peoplesoft Technical Architect	Level 4	\$ 43.50	\$ 113.00
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 23.50	\$ 63.50
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 26.50	\$ 75.50
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 32.00	\$ 85.00
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 38.00	\$ 101.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 28.50	\$ 70.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 34.00	\$ 80.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 38.50	\$ 92.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 43.50	\$ 105.00
Product Specialist	Level 1	\$ 23.50	\$ 60.50
Product Specialist	Level 2	\$ 26.50	\$ 69.50
Product Specialist	Level 3	\$ 32.00	\$ 82.50
Product Specialist	Level 4	\$ 38.00	\$ 99.00
Production Control Manager	Level 1	\$ 23.50	\$ 70.50
Production Control Manager	Level 2	\$ 26.50	\$ 80.00
Production Control Manager	Level 3	\$ 32.00	\$ 85.00
Production Control Manager	Level 4	\$ 38.00	\$ 99.00
Programmer	Level 1	\$ 23.50	\$ 54.50
Programmer	Level 2	\$ 26.50	\$ 66.00
Programmer	Level 3	\$ 32.00	\$ 81.50
Programmer	Level 4	\$ 38.00	\$ 89.50
Project Controller	Level 1	\$ 23.50	\$ 63.50
Project Controller	Level 2	\$ 26.50	\$ 73.00
Project Controller	Level 3	\$ 32.00	\$ 86.00
Project Controller	Level 4	\$ 38.00	\$ 100.00
Project/Program Manager	Level 1	\$ 23.50	\$ 65.50
Project/Program Manager	Level 2	\$ 26.50	\$ 74.00
Project/Program Manager	Level 3	\$ 32.00	\$ 85.00
Project/Program Manager	Level 4	\$ 38.00	\$ 106.00
Quality Assurance Analyst	Level 1	\$ 23.00	\$ 59.00
Quality Assurance Analyst	Level 2	\$ 26.50	\$ 68.50
Quality Assurance Analyst	Level 3	\$ 33.00	\$ 85.00
Quality Assurance Analyst	Level 4	\$ 38.00	\$ 95.50
Quality Assurance Manager	Level 1	\$ 28.50	\$ 65.00
Quality Assurance Manager	Level 2	\$ 30.50	\$ 76.00
Quality Assurance Manager	Level 3	\$ 36.00	\$ 86.00
Quality Assurance Manager	Level 4	\$ 42.50	\$ 106.00
SAN Administrator	Level 1	\$ 23.50	\$ 68.50
SAN Administrator	Level 2	\$ 26.50	\$ 80.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 32.00	\$ 89.50
SAN Administrator	Level 4	\$ 38.00	\$ 113.00
Senior Quality Assurance Analyst	Level 1	\$ 33.00	\$ 66.50
Senior Quality Assurance Analyst	Level 2	\$ 38.00	\$ 76.50
Senior Quality Assurance Analyst	Level 3	\$ 39.50	\$ 86.00
Senior Quality Assurance Analyst	Level 4	\$ 42.50	\$ 96.50
Software Engineer	Level 1	\$ 23.50	\$ 55.50
Software Engineer	Level 2	\$ 26.50	\$ 66.00
Software Engineer	Level 3	\$ 32.00	\$ 79.00
Software Engineer	Level 4	\$ 38.00	\$ 93.00
Software Process Engineer	Level 1	\$ 23.50	\$ 56.50
Software Process Engineer	Level 2	\$ 26.50	\$ 66.00
Software Process Engineer	Level 3	\$ 32.00	\$ 79.00
Software Process Engineer	Level 4	\$ 38.00	\$ 93.00
Solution Architect	Level 1	\$ 28.50	\$ 74.00
Solution Architect	Level 2	\$ 34.00	\$ 83.00
Solution Architect	Level 3	\$ 38.50	\$ 93.00
Solution Architect	Level 4	\$ 43.50	\$ 111.00
System Administrator	Level 1	\$ 19.00	\$ 61.50
System Administrator	Level 2	\$ 23.00	\$ 72.00
System Administrator	Level 3	\$ 24.50	\$ 85.00
System Administrator	Level 4	\$ 27.50	\$ 96.50
System Engineer	Level 1	\$ 17.00	\$ 60.50
System Engineer	Level 2	\$ 20.00	\$ 66.00
System Engineer	Level 3	\$ 22.00	\$ 77.50
System Engineer	Level 4	\$ 23.50	\$ 90.50
System Specialist	Level 1	\$ 19.00	\$ 61.50
System Specialist	Level 2	\$ 23.00	\$ 70.50
System Specialist	Level 3	\$ 24.50	\$ 83.50
System Specialist	Level 4	\$ 27.50	\$ 106.00
Systems Administrator	Level 1	\$ 19.00	\$ 56.50
Systems Administrator	Level 2	\$ 23.00	\$ 66.00
Systems Administrator	Level 3	\$ 24.50	\$ 80.00
Systems Administrator	Level 4	\$ 27.50	\$ 89.50
Systems Administrator Manager	Level 1	\$ 19.00	\$ 67.50
Systems Administrator Manager	Level 2	\$ 23.00	\$ 77.00
Systems Administrator Manager	Level 3	\$ 24.50	\$ 86.00
Systems Administrator Manager	Level 4	\$ 27.50	\$ 103.50
Team Lead	Level 1	\$ 17.00	\$ 70.50
Team Lead	Level 2	\$ 20.00	\$ 80.00
Team Lead	Level 3	\$ 22.00	\$ 88.50
Team Lead	Level 4	\$ 23.50	\$ 111.00
Technical Architect	Level 1	\$ 26.50	\$ 74.50
Technical Architect	Level 2	\$ 30.50	\$ 84.00
Technical Architect	Level 3	\$ 33.00	\$ 93.00
Technical Architect	Level 4	\$ 37.00	\$ 113.00
Technical Specialist	Level 1	\$ 11.50	\$ 61.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 14.50	\$ 70.50
Technical Specialist	Level 3	\$ 17.00	\$ 84.00
Technical Specialist	Level 4	\$ 20.00	\$ 96.50
Technical Writer	Level 1	\$ 17.00	\$ 48.50
Technical Writer	Level 2	\$ 21.00	\$ 62.50
Technical Writer	Level 3	\$ 23.50	\$ 72.00
Technical Writer	Level 4	\$ 28.50	\$ 87.00
Telecom Engineer	Level 1	\$ 11.50	\$ 56.50
Telecom Engineer	Level 2	\$ 14.50	\$ 65.50
Telecom Engineer	Level 3	\$ 17.00	\$ 75.50
Telecom Engineer	Level 4	\$ 20.00	\$ 88.00
Tester	Level 1	\$ 21.00	\$ 60.50
Tester	Level 2	\$ 23.50	\$ 69.50
Tester	Level 3	\$ 30.50	\$ 77.50
Tester	Level 4	\$ 38.00	\$ 88.50
Testing Manager	Level 1	\$ 28.50	\$ 65.00
Testing Manager	Level 2	\$ 34.00	\$ 76.00
Testing Manager	Level 3	\$ 38.50	\$ 86.00
Testing Manager	Level 4	\$ 42.50	\$ 106.00
Trainers	Level 1	\$ 21.00	\$ 52.00
Trainers	Level 2	\$ 23.50	\$ 58.00
Trainers	Level 3	\$ 30.50	\$ 69.50
Trainers	Level 4	\$ 38.00	\$ 83.00
Training Developers	Level 1	\$ 21.00	\$ 56.50
Training Developers	Level 2	\$ 23.50	\$ 66.00
Training Developers	Level 3	\$ 26.50	\$ 81.50
Training Developers	Level 4	\$ 30.50	\$ 101.00
Unisys Specialty Architectural Specialist	Level 1	\$ 19.00	\$ 66.00
Unisys Specialty Architectural Specialist	Level 2	\$ 23.00	\$ 76.50
Unisys Specialty Architectural Specialist	Level 3	\$ 26.50	\$ 89.50
Unisys Specialty Architectural Specialist	Level 4	\$ 30.50	\$ 105.00
Unisys Specialty Equipment Operator	Level 1	\$ 17.00	\$ 51.00
Unisys Specialty Equipment Operator	Level 2	\$ 23.00	\$ 59.00
Unisys Specialty Equipment Operator	Level 3	\$ 26.50	\$ 69.00
Unisys Specialty Equipment Operator	Level 4	\$ 30.50	\$ 79.00
Unisys Specialty Production Control Operator	Level 1	\$ 19.00	\$ 54.00
Unisys Specialty Production Control Operator	Level 2	\$ 23.00	\$ 62.00
Unisys Specialty Production Control Operator	Level 3	\$ 26.50	\$ 74.50
Unisys Specialty Production Control Operator	Level 4	\$ 30.50	\$ 86.50
Unisys Specialty Service Delivery Specialist	Level 1	\$ 19.00	\$ 61.50
Unisys Specialty Service Delivery Specialist	Level 2	\$ 23.00	\$ 70.50
Unisys Specialty Service Delivery Specialist	Level 3	\$ 26.50	\$ 80.00
Unisys Specialty Service Delivery Specialist	Level 4	\$ 30.50	\$ 89.00
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 20.00	\$ 61.50
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 23.50	\$ 72.00
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 27.50	\$ 83.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 30.50	\$ 99.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 11.50	\$ 52.00
Video Conference Specialist	Level 2	\$ 14.50	\$ 56.50
Video Conference Specialist	Level 3	\$ 17.00	\$ 65.00
Video Conference Specialist	Level 4	\$ 20.00	\$ 75.50
Voice/Data Engineer	Level 1	\$ 11.50	\$ 59.00
Voice/Data Engineer	Level 2	\$ 14.50	\$ 66.50
Voice/Data Engineer	Level 3	\$ 17.00	\$ 78.00
Voice/Data Engineer	Level 4	\$ 20.00	\$ 108.00
Web Content Designer	Level 1	\$ 14.50	\$ 54.00
Web Content Designer	Level 2	\$ 17.00	\$ 67.50
Web Content Designer	Level 3	\$ 20.00	\$ 83.50
Web Content Designer	Level 4	\$ 23.50	\$ 100.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 23.50	\$ 61.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 28.50	\$ 73.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 30.50	\$ 84.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 33.00	\$ 99.00

HEARTLAND: Iowa - Kansas - Missouri - Nebraska

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$0.76
VMS Fee for Spend = \$2.6 to \$5.0	\$0.76
VMS Fee for Spend = \$5.1 to \$7.5	\$0.76
VMS Fee for Spend = \$7.6 to \$10.0	\$0.76
VMS Fee for Spend = \$10.1 to \$12.5	\$0.67
VMS Fee for Spend = \$12.6 to \$15.0	\$0.67
VMS Fee for Spend = \$15.1 and over	\$0.49

Note the fixed VMS per hour fee by spend level. Tiered fee discount methodology based on cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Application Developer		\$ 21.00	\$ 55.50
Application Developer	Level 2	\$ 25.00	\$ 65.50
Application Developer	Level 3	\$ 31.50	\$ 79.00
Application Developer	Level 4	\$ 37.00	\$ 91.50
Application Systems Analysis/Programming Manager	Level 1	\$ 21.00	\$ 57.50
Application Systems Analysis/Programming Manager	Level 2	\$ 25.00	\$ 66.00
Application Systems Analysis/Programming Manager	Level 3	\$ 31.50	\$ 79.50
Application Systems Analysis/Programming Manager	Level 4	\$ 37.00	\$ 95.00
Application Systems Analyst/Programmer	Level 1	\$ 21.00	\$ 52.50
Application Systems Analyst/Programmer	Level 2	\$ 25.00	\$ 62.50
Application Systems Analyst/Programmer	Level 3	\$ 31.50	\$ 74.00
Application Systems Analyst/Programmer	Level 4	\$ 37.00	\$ 85.00
Architect	Level 1	\$ 27.00	\$ 70.00
Architect	Level 2	\$ 34.00	\$ 79.50
Architect	Level 3	\$ 41.50	\$ 91.50
Architect	Level 4	\$ 48.50	\$ 102.00
Business Analyst	Level 1	\$ 20.00	\$ 52.50
Business Analyst	Level 2	\$ 25.00	\$ 62.50
Business Analyst	Level 3	\$ 31.50	\$ 74.00
Business Analyst	Level 4	\$ 38.50	\$ 81.50
Business Subject Matter Expert	Level 1	\$ 18.00	\$ 58.50
Business Subject Matter Expert	Level 2	\$ 25.00	\$ 71.50
Business Subject Matter Expert	Level 3	\$ 31.50	\$ 80.50
Business Subject Matter Expert	Level 4	\$ 38.50	\$ 91.00
Business Systems Consultant	Level 1	\$ 20.00	\$ 58.50
Business Systems Consultant	Level 2	\$ 25.00	\$ 70.00
Business Systems Consultant	Level 3	\$ 31.50	\$ 80.50
Business Systems Consultant	Level 4	\$ 38.50	\$ 92.00
Business Systems Consultant Manager	Level 1	\$ 20.00	\$ 62.00
Business Systems Consultant Manager	Level 2	\$ 25.00	\$ 78.50
Business Systems Consultant Manager	Level 3	\$ 31.50	\$ 84.50
Business Systems Consultant Manager	Level 4	\$ 38.50	\$ 98.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 16.50	\$ 56.50
CADD/GIS Administrator	Level 2	\$ 20.00	\$ 65.00
CADD/GIS Administrator	Level 3	\$ 24.50	\$ 82.00
CADD/GIS Administrator	Level 4	\$ 27.00	\$ 95.00
Client Technologies Specialist	Level 1	\$ 11.00	\$ 57.50
Client Technologies Specialist	Level 2	\$ 15.50	\$ 66.50
Client Technologies Specialist	Level 3	\$ 17.00	\$ 79.50
Client Technologies Specialist	Level 4	\$ 20.00	\$ 94.00
Communications Analyst	Level 1	\$ 13.50	\$ 53.00
Communications Analyst	Level 2	\$ 18.00	\$ 62.00
Communications Analyst	Level 3	\$ 22.50	\$ 69.50
Communications Analyst	Level 4	\$ 27.00	\$ 77.00
Computer Operations Manager	Level 1	\$ 13.50	\$ 53.50
Computer Operations Manager	Level 2	\$ 16.50	\$ 62.50
Computer Operations Manager	Level 3	\$ 20.00	\$ 78.50
Computer Operations Manager	Level 4	\$ 23.50	\$ 87.00
Computer Operator	Level 1	\$ 11.00	\$ 37.00
Computer Operator	Level 2	\$ 15.50	\$ 45.50
Computer Operator	Level 3	\$ 17.00	\$ 55.00
Computer Operator	Level 4	\$ 20.00	\$ 65.00
Computer Scheduler	Level 1	\$ 11.00	\$ 37.50
Computer Scheduler	Level 2	\$ 15.50	\$ 45.50
Computer Scheduler	Level 3	\$ 17.00	\$ 56.50
Computer Scheduler	Level 4	\$ 20.00	\$ 67.00
Configuration Management Specialist	Level 1	\$ 11.00	\$ 52.50
Configuration Management Specialist	Level 2	\$ 15.50	\$ 62.50
Configuration Management Specialist	Level 3	\$ 17.00	\$ 74.00
Configuration Management Specialist	Level 4	\$ 20.00	\$ 86.50
Data Administrator	Level 1	\$ 16.50	\$ 56.00
Data Administrator	Level 2	\$ 20.00	\$ 65.00
Data Administrator	Level 3	\$ 22.50	\$ 80.50
Data Administrator	Level 4	\$ 25.00	\$ 91.50
Data Architect	Level 1	\$ 20.00	\$ 69.00
Data Architect	Level 2	\$ 22.50	\$ 79.50
Data Architect	Level 3	\$ 25.00	\$ 91.00
Data Architect	Level 4	\$ 29.00	\$ 111.00
Data Entry Operator	Level 1	\$ 11.00	\$ 37.00
Data Entry Operator	Level 2	\$ 12.50	\$ 45.50
Data Entry Operator	Level 3	\$ 14.50	\$ 55.00
Data Entry Operator	Level 4	\$ 16.50	\$ 65.00
Data Processing Operator	Level 1	\$ 11.00	\$ 37.50
Data Processing Operator	Level 2	\$ 12.50	\$ 43.00
Data Processing Operator	Level 3	\$ 14.50	\$ 52.00
Data Processing Operator	Level 4	\$ 16.50	\$ 63.00
Data Warehousing Administrator	Level 1	\$ 20.00	\$ 59.50
Data Warehousing Administrator	Level 2	\$ 22.50	\$ 71.50
Data Warehousing Administrator	Level 3	\$ 25.00	\$ 84.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 29.00	\$ 93.00
Data Warehousing Analyst	Level 1	\$ 20.00	\$ 60.00
Data Warehousing Analyst	Level 2	\$ 22.50	\$ 68.50
Data Warehousing Analyst	Level 3	\$ 25.00	\$ 79.50
Data Warehousing Analyst	Level 4	\$ 29.00	\$ 88.50
Data/Voice Communications Manager	Level 1	\$ 15.50	\$ 58.50
Data/Voice Communications Manager	Level 2	\$ 17.00	\$ 64.00
Data/Voice Communications Manager	Level 3	\$ 21.50	\$ 74.50
Data/Voice Communications Manager	Level 4	\$ 25.00	\$ 88.00
Database Administrator	Level 1	\$ 20.00	\$ 59.50
Database Administrator	Level 2	\$ 22.50	\$ 68.50
Database Administrator	Level 3	\$ 25.00	\$ 80.50
Database Administrator	Level 4	\$ 31.50	\$ 89.50
Database Analyst	Level 1	\$ 27.00	\$ 53.00
Database Analyst	Level 2	\$ 31.50	\$ 64.00
Database Analyst	Level 3	\$ 36.00	\$ 77.50
Database Analyst	Level 4	\$ 40.50	\$ 88.50
Database Architect	Level 1	\$ 27.00	\$ 70.00
Database Architect	Level 2	\$ 31.50	\$ 78.00
Database Architect	Level 3	\$ 36.00	\$ 89.50
Database Architect	Level 4	\$ 40.50	\$ 107.00
Database Manager/Administrator	Level 1	\$ 27.00	\$ 59.50
Database Manager/Administrator	Level 2	\$ 31.50	\$ 71.50
Database Manager/Administrator	Level 3	\$ 36.00	\$ 82.50
Database Manager/Administrator	Level 4	\$ 40.50	\$ 98.50
Disaster Recovery Administrator	Level 1	\$ 27.00	\$ 59.50
Disaster Recovery Administrator	Level 2	\$ 31.50	\$ 69.00
Disaster Recovery Administrator	Level 3	\$ 36.00	\$ 80.50
Disaster Recovery Administrator	Level 4	\$ 40.50	\$ 97.00
Disaster Recovery Analyst	Level 1	\$ 27.00	\$ 55.00
Disaster Recovery Analyst	Level 2	\$ 31.50	\$ 67.00
Disaster Recovery Analyst	Level 3	\$ 36.00	\$ 77.50
Disaster Recovery Analyst	Level 4	\$ 40.50	\$ 82.50
Enterprise Architect	Level 1	\$ 29.00	\$ 71.50
Enterprise Architect	Level 2	\$ 34.00	\$ 85.00
Enterprise Architect	Level 3	\$ 38.50	\$ 97.50
Enterprise Architect	Level 4	\$ 43.00	\$ 115.50
Functional Architect	Level 1	\$ 29.00	\$ 70.50
Functional Architect	Level 2	\$ 34.00	\$ 83.00
Functional Architect	Level 3	\$ 38.50	\$ 96.50
Functional Architect	Level 4	\$ 43.00	\$ 113.00
Graphic Artist	Level 1	\$ 16.50	\$ 49.50
Graphic Artist	Level 2	\$ 21.50	\$ 58.00
Graphic Artist	Level 3	\$ 29.00	\$ 66.00
Graphic Artist	Level 4	\$ 32.50	\$ 78.50
Help Desk Analyst	Level 1	\$ 9.00	\$ 39.50
Help Desk Analyst	Level 2	\$ 12.50	\$ 46.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 16.50	\$ 58.50
Help Desk Analyst	Level 4	\$ 20.00	\$ 71.50
Help Desk Coordinator	Level 1	\$ 9.00	\$ 39.50
Help Desk Coordinator	Level 2	\$ 12.00	\$ 46.50
Help Desk Coordinator	Level 3	\$ 13.50	\$ 58.50
Help Desk Coordinator	Level 4	\$ 16.50	\$ 68.50
Help Desk Manager	Level 1	\$ 12.50	\$ 49.00
Help Desk Manager	Level 2	\$ 16.50	\$ 59.50
Help Desk Manager	Level 3	\$ 21.00	\$ 72.50
Help Desk Manager	Level 4	\$ 24.50	\$ 88.50
Help Desk Service Specialist	Level 1	\$ 9.00	\$ 41.50
Help Desk Service Specialist	Level 2	\$ 11.00	\$ 50.50
Help Desk Service Specialist	Level 3	\$ 12.50	\$ 60.00
Help Desk Service Specialist	Level 4	\$ 13.50	\$ 74.00
Help Desk Technician	Level 1	\$ 11.00	\$ 39.50
Help Desk Technician	Level 2	\$ 12.50	\$ 46.50
Help Desk Technician	Level 3	\$ 13.50	\$ 58.50
Help Desk Technician	Level 4	\$ 14.50	\$ 68.50
IBM Specialty Software Architect	Level 1	\$ 18.00	\$ 70.50
IBM Specialty Software Architect	Level 2	\$ 21.50	\$ 84.00
IBM Specialty Software Architect	Level 3	\$ 25.00	\$ 93.00
IBM Specialty Software Architect	Level 4	\$ 30.50	\$ 111.50
IBM Specialty Technical Specialist	Level 1	\$ 12.50	\$ 62.50
IBM Specialty Technical Specialist	Level 2	\$ 16.50	\$ 74.50
IBM Specialty Technical Specialist	Level 3	\$ 21.00	\$ 80.00
IBM Specialty Technical Specialist	Level 4	\$ 24.50	\$ 89.50
Independent Verification &Validation	Level 1	\$ 12.50	\$ 61.00
Independent Verification &Validation	Level 2	\$ 16.50	\$ 69.00
Independent Verification &Validation	Level 3	\$ 21.00	\$ 78.50
Independent Verification &Validation	Level 4	\$ 24.50	\$ 89.50
Information Security Analyst	Level 1	\$ 18.00	\$ 60.50
Information Security Analyst	Level 2	\$ 21.50	\$ 69.50
Information Security Analyst	Level 3	\$ 26.00	\$ 82.00
Information Security Analyst	Level 4	\$ 30.50	\$ 95.00
Information Security Manager	Level 1	\$ 20.00	\$ 71.50
Information Security Manager	Level 2	\$ 22.50	\$ 79.50
Information Security Manager	Level 3	\$ 29.00	\$ 87.50
Information Security Manager	Level 4	\$ 31.50	\$ 98.50
Information Security Project Manager	Level 1	\$ 22.50	\$ 71.50
Information Security Project Manager	Level 2	\$ 27.00	\$ 84.00
Information Security Project Manager	Level 3	\$ 31.50	\$ 96.50
Information Security Project Manager	Level 4	\$ 36.00	\$ 107.00
Information Systems Auditor	Level 1	\$ 18.00	\$ 66.00
Information Systems Auditor	Level 2	\$ 21.50	\$ 75.00
Information Systems Auditor	Level 3	\$ 25.00	\$ 84.00
Information Systems Auditor	Level 4	\$ 29.00	\$ 97.50
Information Systems Security Compliance Manager	Level 1	\$ 25.00	\$ 68.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 30.50	\$ 80.50
Information Systems Security Compliance Manager	Level 3	\$ 36.00	\$ 89.50
Information Systems Security Compliance Manager	Level 4	\$ 40.50	\$ 105.50
LAN Administration Manager	Level 1	\$ 25.00	\$ 62.50
LAN Administration Manager	Level 2	\$ 30.50	\$ 73.00
LAN Administration Manager	Level 3	\$ 36.00	\$ 80.50
LAN Administration Manager	Level 4	\$ 40.50	\$ 95.00
LAN Administrator	Level 1	\$ 22.50	\$ 55.00
LAN Administrator	Level 2	\$ 25.00	\$ 64.00
LAN Administrator	Level 3	\$ 30.50	\$ 77.50
LAN Administrator	Level 4	\$ 36.00	\$ 86.50
LAN Support Technician	Level 1	\$ 11.00	\$ 45.00
LAN Support Technician	Level 2	\$ 13.50	\$ 55.00
LAN Support Technician	Level 3	\$ 16.50	\$ 64.50
LAN Support Technician	Level 4	\$ 18.00	\$ 75.00
Linux System Administrator	Level 1	\$ 22.50	\$ 57.50
Linux System Administrator	Level 2	\$ 25.00	\$ 65.00
Linux System Administrator	Level 3	\$ 30.50	\$ 80.50
Linux System Administrator	Level 4	\$ 36.00	\$ 91.50
Microsoft Specialty Principal Consultant	Level 1	\$ 13.50	\$ 71.50
Microsoft Specialty Principal Consultant	Level 2	\$ 21.50	\$ 87.00
Microsoft Specialty Principal Consultant	Level 3	\$ 29.00	\$ 109.50
Microsoft Specialty Principal Consultant	Level 4	\$ 34.00	\$ 128.50
Microsoft Specialty Technician	Level 1	\$ 13.50	\$ 53.00
Microsoft Specialty Technician	Level 2	\$ 19.00	\$ 60.50
Microsoft Specialty Technician	Level 3	\$ 21.00	\$ 71.50
Microsoft Specialty Technician	Level 4	\$ 22.50	\$ 82.00
Mobile Specialist	Level 1	\$ 13.50	\$ 60.00
Mobile Specialist	Level 2	\$ 19.00	\$ 66.00
Mobile Specialist	Level 3	\$ 21.00	\$ 82.50
Mobile Specialist	Level 4	\$ 22.50	\$ 100.50
Network Engineer	Level 1	\$ 13.50	\$ 56.00
Network Engineer	Level 2	\$ 19.00	\$ 65.00
Network Engineer	Level 3	\$ 21.00	\$ 80.50
Network Engineer	Level 4	\$ 22.50	\$ 91.50
Oracle Policy Automation Functional Consultant	Level 1	\$ 23.50	\$ 75.00
Oracle Policy Automation Functional Consultant	Level 2	\$ 29.00	\$ 87.00
Oracle Policy Automation Functional Consultant	Level 3	\$ 34.00	\$ 98.50
Oracle Policy Automation Functional Consultant	Level 4	\$ 40.50	\$ 114.00
Oracle UPK Technical Administrator	Level 1	\$ 23.50	\$ 74.50
Oracle UPK Technical Administrator	Level 2	\$ 29.00	\$ 83.50
Oracle UPK Technical Administrator	Level 3	\$ 34.00	\$ 93.00
Oracle UPK Technical Administrator	Level 4	\$ 40.50	\$ 106.50
Oracle/PeopleSoft Administrator	Level 1	\$ 25.00	\$ 68.50
Oracle/PeopleSoft Administrator	Level 2	\$ 29.00	\$ 78.50
Oracle/PeopleSoft Administrator	Level 3	\$ 34.00	\$ 91.50
Oracle/PeopleSoft Administrator	Level 4	\$ 40.50	\$ 105.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 21.50	\$ 65.00
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 26.00	\$ 76.00
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 30.50	\$ 89.50
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 35.00	\$ 106.50
ORACLE/PEOPLESOFT DBA	Level 1	\$ 27.00	\$ 72.50
ORACLE/PEOPLESOFT DBA	Level 2	\$ 32.50	\$ 82.50
ORACLE/PEOPLESOFT DBA	Level 3	\$ 37.00	\$ 93.00
ORACLE/PEOPLESOFT DBA	Level 4	\$ 41.50	\$ 107.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 27.00	\$ 68.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 32.50	\$ 77.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 37.00	\$ 89.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 41.50	\$ 106.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 27.00	\$ 79.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 32.50	\$ 89.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 37.00	\$ 99.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 41.50	\$ 114.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 27.00	\$ 69.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 32.50	\$ 82.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 37.00	\$ 93.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 41.50	\$ 107.00
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 27.00	\$ 62.50
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 32.50	\$ 73.00
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 37.00	\$ 80.50
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 41.50	\$ 100.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 27.00	\$ 73.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 32.50	\$ 82.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 37.00	\$ 92.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 41.50	\$ 106.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 27.00	\$ 74.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 32.50	\$ 87.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 37.00	\$ 96.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 41.50	\$ 109.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 27.00	\$ 69.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 32.50	\$ 80.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 37.00	\$ 94.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 41.50	\$ 111.00
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 27.00	\$ 70.00
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 32.50	\$ 81.50
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 37.00	\$ 91.00
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 41.50	\$ 105.00
Oracle/PeopleSoft Project Manager	Level 1	\$ 27.00	\$ 66.00
Oracle/PeopleSoft Project Manager	Level 2	\$ 32.50	\$ 74.00
Oracle/PeopleSoft Project Manager	Level 3	\$ 37.00	\$ 82.50
Oracle/PeopleSoft Project Manager	Level 4	\$ 41.50	\$ 99.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 27.00	\$ 67.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 32.50	\$ 76.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 37.00	\$ 85.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 41.50	\$ 106.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 27.00	\$ 65.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 32.50	\$ 74.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 37.00	\$ 83.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 41.50	\$ 100.50
Oracle/Peoplesoft Technical Architect	Level 1	\$ 27.00	\$ 71.50
Oracle/Peoplesoft Technical Architect	Level 2	\$ 32.50	\$ 85.00
Oracle/Peoplesoft Technical Architect	Level 3	\$ 37.00	\$ 94.00
Oracle/Peoplesoft Technical Architect	Level 4	\$ 41.50	\$ 107.00
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 22.50	\$ 60.50
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 25.00	\$ 71.50
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 30.50	\$ 80.50
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 36.00	\$ 96.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 27.00	\$ 67.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 32.50	\$ 76.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 37.00	\$ 87.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 41.50	\$ 99.50
Product Specialist	Level 1	\$ 22.50	\$ 57.50
Product Specialist	Level 2	\$ 25.00	\$ 66.00
Product Specialist	Level 3	\$ 30.50	\$ 78.50
Product Specialist	Level 4	\$ 36.00	\$ 94.00
Production Control Manager	Level 1	\$ 22.50	\$ 67.00
Production Control Manager	Level 2	\$ 25.00	\$ 76.00
Production Control Manager	Level 3	\$ 30.50	\$ 80.50
Production Control Manager	Level 4	\$ 36.00	\$ 94.00
Programmer	Level 1	\$ 22.50	\$ 52.00
Programmer	Level 2	\$ 25.00	\$ 62.50
Programmer	Level 3	\$ 30.50	\$ 77.50
Programmer	Level 4	\$ 36.00	\$ 85.00
Project Controller	Level 1	\$ 22.50	\$ 60.50
Project Controller	Level 2	\$ 25.00	\$ 69.50
Project Controller	Level 3	\$ 30.50	\$ 82.00
Project Controller	Level 4	\$ 36.00	\$ 95.00
Project/Program Manager	Level 1	\$ 22.50	\$ 62.00
Project/Program Manager	Level 2	\$ 25.00	\$ 70.00
Project/Program Manager	Level 3	\$ 30.50	\$ 80.50
Project/Program Manager	Level 4	\$ 36.00	\$ 100.50
Quality Assurance Analyst	Level 1	\$ 21.50	\$ 56.00
Quality Assurance Analyst	Level 2	\$ 25.00	\$ 65.00
Quality Assurance Analyst	Level 3	\$ 31.50	\$ 80.50
Quality Assurance Analyst	Level 4	\$ 36.00	\$ 91.00
Quality Assurance Manager	Level 1	\$ 27.00	\$ 62.00
Quality Assurance Manager	Level 2	\$ 29.00	\$ 72.00
Quality Assurance Manager	Level 3	\$ 34.00	\$ 82.00
Quality Assurance Manager	Level 4	\$ 40.50	\$ 100.50
SAN Administrator	Level 1	\$ 22.50	\$ 65.00
SAN Administrator	Level 2	\$ 25.00	\$ 76.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 30.50	\$ 85.00
SAN Administrator	Level 4	\$ 36.00	\$ 107.00
Senior Quality Assurance Analyst	Level 1	\$ 31.50	\$ 63.00
Senior Quality Assurance Analyst	Level 2	\$ 36.00	\$ 72.50
Senior Quality Assurance Analyst	Level 3	\$ 37.50	\$ 82.00
Senior Quality Assurance Analyst	Level 4	\$ 40.50	\$ 91.50
Software Engineer	Level 1	\$ 22.50	\$ 53.00
Software Engineer	Level 2	\$ 25.00	\$ 62.50
Software Engineer	Level 3	\$ 30.50	\$ 75.00
Software Engineer	Level 4	\$ 36.00	\$ 88.50
Software Process Engineer	Level 1	\$ 22.50	\$ 53.50
Software Process Engineer	Level 2	\$ 25.00	\$ 62.50
Software Process Engineer	Level 3	\$ 30.50	\$ 75.00
Software Process Engineer	Level 4	\$ 36.00	\$ 88.50
Solution Architect	Level 1	\$ 27.00	\$ 70.00
Solution Architect	Level 2	\$ 32.50	\$ 78.50
Solution Architect	Level 3	\$ 37.00	\$ 88.50
Solution Architect	Level 4	\$ 41.50	\$ 105.50
System Administrator	Level 1	\$ 18.00	\$ 58.00
System Administrator	Level 2	\$ 21.50	\$ 68.50
System Administrator	Level 3	\$ 23.50	\$ 80.50
System Administrator	Level 4	\$ 26.00	\$ 91.50
System Engineer	Level 1	\$ 16.50	\$ 57.50
System Engineer	Level 2	\$ 19.00	\$ 62.50
System Engineer	Level 3	\$ 21.00	\$ 74.00
System Engineer	Level 4	\$ 22.50	\$ 86.00
System Specialist	Level 1	\$ 18.00	\$ 58.00
System Specialist	Level 2	\$ 21.50	\$ 67.00
System Specialist	Level 3	\$ 23.50	\$ 79.00
System Specialist	Level 4	\$ 26.00	\$ 100.50
Systems Administrator	Level 1	\$ 18.00	\$ 53.50
Systems Administrator	Level 2	\$ 21.50	\$ 62.50
Systems Administrator	Level 3	\$ 23.50	\$ 76.00
Systems Administrator	Level 4	\$ 26.00	\$ 85.00
Systems Administrator Manager	Level 1	\$ 18.00	\$ 64.00
Systems Administrator Manager	Level 2	\$ 21.50	\$ 73.00
Systems Administrator Manager	Level 3	\$ 23.50	\$ 82.00
Systems Administrator Manager	Level 4	\$ 26.00	\$ 98.50
Team Lead	Level 1	\$ 16.50	\$ 67.00
Team Lead	Level 2	\$ 19.00	\$ 76.00
Team Lead	Level 3	\$ 21.00	\$ 84.00
Team Lead	Level 4	\$ 22.50	\$ 105.50
Technical Architect	Level 1	\$ 25.00	\$ 70.50
Technical Architect	Level 2	\$ 29.00	\$ 79.50
Technical Architect	Level 3	\$ 31.50	\$ 88.50
Technical Architect	Level 4	\$ 35.00	\$ 107.00
Technical Specialist	Level 1	\$ 11.00	\$ 58.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 13.50	\$ 67.00
Technical Specialist	Level 3	\$ 16.50	\$ 79.50
Technical Specialist	Level 4	\$ 19.00	\$ 91.50
Technical Writer	Level 1	\$ 16.50	\$ 46.00
Technical Writer	Level 2	\$ 20.00	\$ 59.50
Technical Writer	Level 3	\$ 22.50	\$ 68.50
Technical Writer	Level 4	\$ 27.00	\$ 82.50
Telecom Engineer	Level 1	\$ 11.00	\$ 53.50
Telecom Engineer	Level 2	\$ 13.50	\$ 62.00
Telecom Engineer	Level 3	\$ 16.50	\$ 71.50
Telecom Engineer	Level 4	\$ 19.00	\$ 83.50
Tester	Level 1	\$ 20.00	\$ 57.50
Tester	Level 2	\$ 22.50	\$ 66.00
Tester	Level 3	\$ 29.00	\$ 74.00
Tester	Level 4	\$ 36.00	\$ 84.00
Testing Manager	Level 1	\$ 27.00	\$ 62.00
Testing Manager	Level 2	\$ 32.50	\$ 72.00
Testing Manager	Level 3	\$ 37.00	\$ 82.00
Testing Manager	Level 4	\$ 40.50	\$ 100.50
Trainers	Level 1	\$ 20.00	\$ 49.50
Trainers	Level 2	\$ 22.50	\$ 55.00
Trainers	Level 3	\$ 29.00	\$ 66.00
Trainers	Level 4	\$ 36.00	\$ 78.50
Training Developers	Level 1	\$ 20.00	\$ 53.50
Training Developers	Level 2	\$ 22.50	\$ 62.50
Training Developers	Level 3	\$ 25.00	\$ 77.50
Training Developers	Level 4	\$ 29.00	\$ 96.00
Unisys Specialty Architectural Specialist	Level 1	\$ 18.00	\$ 62.50
Unisys Specialty Architectural Specialist	Level 2	\$ 21.50	\$ 72.50
Unisys Specialty Architectural Specialist	Level 3	\$ 25.00	\$ 85.00
Unisys Specialty Architectural Specialist	Level 4	\$ 29.00	\$ 99.50
Unisys Specialty Equipment Operator	Level 1	\$ 16.50	\$ 48.50
Unisys Specialty Equipment Operator	Level 2	\$ 21.50	\$ 56.00
Unisys Specialty Equipment Operator	Level 3	\$ 25.00	\$ 65.50
Unisys Specialty Equipment Operator	Level 4	\$ 29.00	\$ 75.00
Unisys Specialty Production Control Operator	Level 1	\$ 18.00	\$ 51.50
Unisys Specialty Production Control Operator	Level 2	\$ 21.50	\$ 58.50
Unisys Specialty Production Control Operator	Level 3	\$ 25.00	\$ 70.50
Unisys Specialty Production Control Operator	Level 4	\$ 29.00	\$ 82.50
Unisys Specialty Service Delivery Specialist	Level 1	\$ 18.00	\$ 58.00
Unisys Specialty Service Delivery Specialist	Level 2	\$ 21.50	\$ 67.00
Unisys Specialty Service Delivery Specialist	Level 3	\$ 25.00	\$ 76.00
Unisys Specialty Service Delivery Specialist	Level 4	\$ 29.00	\$ 84.50
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 19.00	\$ 58.00
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 22.50	\$ 68.50
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 26.00	\$ 79.00
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 29.00	\$ 94.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 11.00	\$ 49.50
Video Conference Specialist	Level 2	\$ 13.50	\$ 53.50
Video Conference Specialist	Level 3	\$ 16.50	\$ 62.00
Video Conference Specialist	Level 4	\$ 19.00	\$ 71.50
Voice/Data Engineer	Level 1	\$ 11.00	\$ 56.00
Voice/Data Engineer	Level 2	\$ 13.50	\$ 63.00
Voice/Data Engineer	Level 3	\$ 16.50	\$ 74.50
Voice/Data Engineer	Level 4	\$ 19.00	\$ 103.00
Web Content Designer	Level 1	\$ 13.50	\$ 51.50
Web Content Designer	Level 2	\$ 16.50	\$ 64.00
Web Content Designer	Level 3	\$ 19.00	\$ 79.00
Web Content Designer	Level 4	\$ 22.50	\$ 95.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 22.50	\$ 58.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 27.00	\$ 69.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 29.00	\$ 79.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 31.50	\$ 94.00

GREATER SOUTHWEST: Arkansas - Louisiana - New Mexico - Oklahoma - Texas

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$0.78
VMS Fee for Spend = \$2.6 to \$5.0	\$0.78
VMS Fee for Spend = \$5.1 to \$7.5	\$0.78
VMS Fee for Spend = \$7.6 to \$10.0	\$0.78
VMS Fee for Spend = \$10.1 to \$12.5	\$0.69
VMS Fee for Spend = \$12.6 to \$15.0	\$0.69
VMS Fee for Spend = \$15.1 and over	\$0.50

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on
cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Application Developer		\$ 21.50	\$ 57.00
Application Developer	Level 2	\$ 26.00	\$ 67.00
Application Developer	Level 3	\$ 32.50	\$ 81.50
Application Developer	Level 4	\$ 38.00	\$ 94.50
Application Systems Analysis/Programming Manager	Level 1	\$ 21.50	\$ 59.00
Application Systems Analysis/Programming Manager	Level 2	\$ 26.00	\$ 68.00
Application Systems Analysis/Programming Manager	Level 3	\$ 32.50	\$ 82.00
Application Systems Analysis/Programming Manager	Level 4	\$ 38.00	\$ 98.00
Application Systems Analyst/Programmer	Level 1	\$ 21.50	\$ 54.00
Application Systems Analyst/Programmer	Level 2	\$ 26.00	\$ 64.50
Application Systems Analyst/Programmer	Level 3	\$ 32.50	\$ 76.00
Application Systems Analyst/Programmer	Level 4	\$ 38.00	\$ 87.50
Architect	Level 1	\$ 28.00	\$ 72.50
Architect	Level 2	\$ 35.00	\$ 82.00
Architect	Level 3	\$ 42.50	\$ 94.50
Architect	Level 4	\$ 50.00	\$ 105.00
Business Analyst	Level 1	\$ 20.50	\$ 54.00
Business Analyst	Level 2	\$ 26.00	\$ 64.50
Business Analyst	Level 3	\$ 32.50	\$ 76.00
Business Analyst	Level 4	\$ 39.50	\$ 83.50
Business Subject Matter Expert	Level 1	\$ 18.50	\$ 60.50
Business Subject Matter Expert	Level 2	\$ 26.00	\$ 73.50
Business Subject Matter Expert	Level 3	\$ 32.50	\$ 83.00
Business Subject Matter Expert	Level 4	\$ 39.50	\$ 94.00
Business Systems Consultant	Level 1	\$ 20.50	\$ 60.50
Business Systems Consultant	Level 2	\$ 26.00	\$ 72.50
Business Systems Consultant	Level 3	\$ 32.50	\$ 83.00
Business Systems Consultant	Level 4	\$ 39.50	\$ 94.50
Business Systems Consultant Manager	Level 1	\$ 20.50	\$ 64.00
Business Systems Consultant Manager	Level 2	\$ 26.00	\$ 81.00
Business Systems Consultant Manager	Level 3	\$ 32.50	\$ 87.00
Business Systems Consultant Manager	Level 4	\$ 39.50	\$ 101.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 17.00	\$ 58.00
CADD/GIS Administrator	Level 2	\$ 20.50	\$ 67.00
CADD/GIS Administrator	Level 3	\$ 25.00	\$ 84.00
CADD/GIS Administrator	Level 4	\$ 28.00	\$ 98.00
Client Technologies Specialist	Level 1	\$ 11.50	\$ 59.00
Client Technologies Specialist	Level 2	\$ 16.00	\$ 68.50
Client Technologies Specialist	Level 3	\$ 17.50	\$ 82.00
Client Technologies Specialist	Level 4	\$ 20.50	\$ 96.50
Communications Analyst	Level 1	\$ 14.00	\$ 54.50
Communications Analyst	Level 2	\$ 18.50	\$ 63.50
Communications Analyst	Level 3	\$ 23.00	\$ 71.50
Communications Analyst	Level 4	\$ 28.00	\$ 79.00
Computer Operations Manager	Level 1	\$ 14.00	\$ 55.50
Computer Operations Manager	Level 2	\$ 17.00	\$ 64.50
Computer Operations Manager	Level 3	\$ 20.50	\$ 80.50
Computer Operations Manager	Level 4	\$ 24.00	\$ 89.50
Computer Operator	Level 1	\$ 11.50	\$ 38.00
Computer Operator	Level 2	\$ 16.00	\$ 46.50
Computer Operator	Level 3	\$ 17.50	\$ 56.50
Computer Operator	Level 4	\$ 20.50	\$ 67.00
Computer Scheduler	Level 1	\$ 11.50	\$ 39.00
Computer Scheduler	Level 2	\$ 16.00	\$ 46.50
Computer Scheduler	Level 3	\$ 17.50	\$ 58.00
Computer Scheduler	Level 4	\$ 20.50	\$ 69.00
Configuration Management Specialist	Level 1	\$ 11.50	\$ 54.00
Configuration Management Specialist	Level 2	\$ 16.00	\$ 64.50
Configuration Management Specialist	Level 3	\$ 17.50	\$ 76.00
Configuration Management Specialist	Level 4	\$ 20.50	\$ 89.00
Data Administrator	Level 1	\$ 17.00	\$ 57.50
Data Administrator	Level 2	\$ 20.50	\$ 67.00
Data Administrator	Level 3	\$ 23.00	\$ 83.00
Data Administrator	Level 4	\$ 26.00	\$ 94.50
Data Architect	Level 1	\$ 20.50	\$ 71.00
Data Architect	Level 2	\$ 23.00	\$ 82.00
Data Architect	Level 3	\$ 26.00	\$ 94.00
Data Architect	Level 4	\$ 29.50	\$ 114.00
Data Entry Operator	Level 1	\$ 11.50	\$ 38.00
Data Entry Operator	Level 2	\$ 13.00	\$ 46.50
Data Entry Operator	Level 3	\$ 15.00	\$ 56.50
Data Entry Operator	Level 4	\$ 17.00	\$ 67.00
Data Processing Operator	Level 1	\$ 11.50	\$ 39.00
Data Processing Operator	Level 2	\$ 13.00	\$ 44.50
Data Processing Operator	Level 3	\$ 15.00	\$ 53.50
Data Processing Operator	Level 4	\$ 17.00	\$ 65.00
Data Warehousing Administrator	Level 1	\$ 20.50	\$ 61.50
Data Warehousing Administrator	Level 2	\$ 23.00	\$ 73.50
Data Warehousing Administrator	Level 3	\$ 26.00	\$ 86.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 29.50	\$ 95.50
Data Warehousing Analyst	Level 1	\$ 20.50	\$ 61.50
Data Warehousing Analyst	Level 2	\$ 23.00	\$ 70.50
Data Warehousing Analyst	Level 3	\$ 26.00	\$ 82.00
Data Warehousing Analyst	Level 4	\$ 29.50	\$ 91.00
Data/Voice Communications Manager	Level 1	\$ 16.00	\$ 60.50
Data/Voice Communications Manager	Level 2	\$ 17.50	\$ 66.00
Data/Voice Communications Manager	Level 3	\$ 22.50	\$ 77.00
Data/Voice Communications Manager	Level 4	\$ 26.00	\$ 90.50
Database Administrator	Level 1	\$ 20.50	\$ 61.50
Database Administrator	Level 2	\$ 23.00	\$ 70.50
Database Administrator	Level 3	\$ 26.00	\$ 83.00
Database Administrator	Level 4	\$ 32.50	\$ 92.00
Database Analyst	Level 1	\$ 28.00	\$ 54.50
Database Analyst	Level 2	\$ 32.50	\$ 66.00
Database Analyst	Level 3	\$ 37.00	\$ 79.50
Database Analyst	Level 4	\$ 41.50	\$ 91.00
Database Architect	Level 1	\$ 28.00	\$ 72.50
Database Architect	Level 2	\$ 32.50	\$ 80.00
Database Architect	Level 3	\$ 37.00	\$ 92.00
Database Architect	Level 4	\$ 41.50	\$ 110.50
Database Manager/Administrator	Level 1	\$ 28.00	\$ 61.50
Database Manager/Administrator	Level 2	\$ 32.50	\$ 73.50
Database Manager/Administrator	Level 3	\$ 37.00	\$ 85.00
Database Manager/Administrator	Level 4	\$ 41.50	\$ 101.00
Disaster Recovery Administrator	Level 1	\$ 28.00	\$ 61.50
Disaster Recovery Administrator	Level 2	\$ 32.50	\$ 71.00
Disaster Recovery Administrator	Level 3	\$ 37.00	\$ 83.00
Disaster Recovery Administrator	Level 4	\$ 41.50	\$ 100.00
Disaster Recovery Analyst	Level 1	\$ 28.00	\$ 56.50
Disaster Recovery Analyst	Level 2	\$ 32.50	\$ 69.00
Disaster Recovery Analyst	Level 3	\$ 37.00	\$ 79.50
Disaster Recovery Analyst	Level 4	\$ 41.50	\$ 85.00
Enterprise Architect	Level 1	\$ 29.50	\$ 73.50
Enterprise Architect	Level 2	\$ 35.00	\$ 87.50
Enterprise Architect	Level 3	\$ 39.50	\$ 100.00
Enterprise Architect	Level 4	\$ 44.50	\$ 118.50
Functional Architect	Level 1	\$ 29.50	\$ 72.50
Functional Architect	Level 2	\$ 35.00	\$ 85.50
Functional Architect	Level 3	\$ 39.50	\$ 99.50
Functional Architect	Level 4	\$ 44.50	\$ 116.50
Graphic Artist	Level 1	\$ 17.00	\$ 50.50
Graphic Artist	Level 2	\$ 22.50	\$ 60.00
Graphic Artist	Level 3	\$ 29.50	\$ 68.00
Graphic Artist	Level 4	\$ 33.50	\$ 80.50
Help Desk Analyst	Level 1	\$ 9.50	\$ 40.50
Help Desk Analyst	Level 2	\$ 13.00	\$ 48.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 17.00	\$ 60.50
Help Desk Analyst	Level 4	\$ 20.50	\$ 73.50
Help Desk Coordinator	Level 1	\$ 9.50	\$ 40.50
Help Desk Coordinator	Level 2	\$ 12.00	\$ 48.00
Help Desk Coordinator	Level 3	\$ 14.00	\$ 60.50
Help Desk Coordinator	Level 4	\$ 17.00	\$ 70.50
Help Desk Manager	Level 1	\$ 13.00	\$ 50.00
Help Desk Manager	Level 2	\$ 17.00	\$ 61.50
Help Desk Manager	Level 3	\$ 21.50	\$ 74.50
Help Desk Manager	Level 4	\$ 25.00	\$ 91.00
Help Desk Service Specialist	Level 1	\$ 9.50	\$ 43.00
Help Desk Service Specialist	Level 2	\$ 11.50	\$ 52.00
Help Desk Service Specialist	Level 3	\$ 13.00	\$ 61.50
Help Desk Service Specialist	Level 4	\$ 14.00	\$ 76.00
Help Desk Technician	Level 1	\$ 11.50	\$ 40.50
Help Desk Technician	Level 2	\$ 13.00	\$ 48.00
Help Desk Technician	Level 3	\$ 14.00	\$ 60.50
Help Desk Technician	Level 4	\$ 15.00	\$ 70.50
IBM Specialty Software Architect	Level 1	\$ 18.50	\$ 72.50
IBM Specialty Software Architect	Level 2	\$ 22.50	\$ 86.50
IBM Specialty Software Architect	Level 3	\$ 26.00	\$ 95.50
IBM Specialty Software Architect	Level 4	\$ 31.50	\$ 115.00
IBM Specialty Technical Specialist	Level 1	\$ 13.00	\$ 64.50
IBM Specialty Technical Specialist	Level 2	\$ 17.00	\$ 77.00
IBM Specialty Technical Specialist	Level 3	\$ 21.50	\$ 82.50
IBM Specialty Technical Specialist	Level 4	\$ 25.00	\$ 92.00
Independent Verification &Validation	Level 1	\$ 13.00	\$ 62.50
Independent Verification &Validation	Level 2	\$ 17.00	\$ 71.00
Independent Verification &Validation	Level 3	\$ 21.50	\$ 81.00
Independent Verification &Validation	Level 4	\$ 25.00	\$ 92.00
Information Security Analyst	Level 1	\$ 18.50	\$ 62.00
Information Security Analyst	Level 2	\$ 22.50	\$ 71.50
Information Security Analyst	Level 3	\$ 27.00	\$ 84.00
Information Security Analyst	Level 4	\$ 31.50	\$ 98.00
Information Security Manager	Level 1	\$ 20.50	\$ 73.50
Information Security Manager	Level 2	\$ 23.00	\$ 82.00
Information Security Manager	Level 3	\$ 29.50	\$ 90.00
Information Security Manager	Level 4	\$ 32.50	\$ 101.00
Information Security Project Manager	Level 1	\$ 23.00	\$ 73.50
Information Security Project Manager	Level 2	\$ 28.00	\$ 86.50
Information Security Project Manager	Level 3	\$ 32.50	\$ 99.50
Information Security Project Manager	Level 4	\$ 37.00	\$ 110.50
Information Systems Auditor	Level 1	\$ 18.50	\$ 68.00
Information Systems Auditor	Level 2	\$ 22.50	\$ 77.50
Information Systems Auditor	Level 3	\$ 26.00	\$ 86.50
Information Systems Auditor	Level 4	\$ 29.50	\$ 100.00
Information Systems Security Compliance Manager	Level 1	\$ 26.00	\$ 70.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 31.50	\$ 83.00
Information Systems Security Compliance Manager	Level 3	\$ 37.00	\$ 92.00
Information Systems Security Compliance Manager	Level 4	\$ 41.50	\$ 108.50
LAN Administration Manager	Level 1	\$ 26.00	\$ 64.50
LAN Administration Manager	Level 2	\$ 31.50	\$ 75.00
LAN Administration Manager	Level 3	\$ 37.00	\$ 83.00
LAN Administration Manager	Level 4	\$ 41.50	\$ 98.00
LAN Administrator	Level 1	\$ 23.00	\$ 56.50
LAN Administrator	Level 2	\$ 26.00	\$ 66.00
LAN Administrator	Level 3	\$ 31.50	\$ 79.50
LAN Administrator	Level 4	\$ 37.00	\$ 89.00
LAN Support Technician	Level 1	\$ 11.50	\$ 46.00
LAN Support Technician	Level 2	\$ 14.00	\$ 56.50
LAN Support Technician	Level 3	\$ 17.00	\$ 66.50
LAN Support Technician	Level 4	\$ 18.50	\$ 77.50
Linux System Administrator	Level 1	\$ 23.00	\$ 59.00
Linux System Administrator	Level 2	\$ 26.00	\$ 67.00
Linux System Administrator	Level 3	\$ 31.50	\$ 83.00
Linux System Administrator	Level 4	\$ 37.00	\$ 94.50
Microsoft Specialty Principal Consultant	Level 1	\$ 14.00	\$ 73.50
Microsoft Specialty Principal Consultant	Level 2	\$ 22.50	\$ 89.50
Microsoft Specialty Principal Consultant	Level 3	\$ 29.50	\$ 112.50
Microsoft Specialty Principal Consultant	Level 4	\$ 35.00	\$ 132.50
Microsoft Specialty Technician	Level 1	\$ 14.00	\$ 54.50
Microsoft Specialty Technician	Level 2	\$ 19.50	\$ 62.00
Microsoft Specialty Technician	Level 3	\$ 21.50	\$ 73.50
Microsoft Specialty Technician	Level 4	\$ 23.00	\$ 84.00
Mobile Specialist	Level 1	\$ 14.00	\$ 61.50
Mobile Specialist	Level 2	\$ 19.50	\$ 68.00
Mobile Specialist	Level 3	\$ 21.50	\$ 85.00
Mobile Specialist	Level 4	\$ 23.00	\$ 103.50
Network Engineer	Level 1	\$ 14.00	\$ 57.50
Network Engineer	Level 2	\$ 19.50	\$ 67.00
Network Engineer	Level 3	\$ 21.50	\$ 83.00
Network Engineer	Level 4	\$ 23.00	\$ 94.50
Oracle Policy Automation Functional Consultant	Level 1	\$ 24.00	\$ 77.50
Oracle Policy Automation Functional Consultant	Level 2	\$ 29.50	\$ 89.50
Oracle Policy Automation Functional Consultant	Level 3	\$ 35.00	\$ 101.00
Oracle Policy Automation Functional Consultant	Level 4	\$ 41.50	\$ 117.00
Oracle UPK Technical Administrator	Level 1	\$ 24.00	\$ 77.00
Oracle UPK Technical Administrator	Level 2	\$ 29.50	\$ 86.00
Oracle UPK Technical Administrator	Level 3	\$ 35.00	\$ 95.50
Oracle UPK Technical Administrator	Level 4	\$ 41.50	\$ 109.50
Oracle/PeopleSoft Administrator	Level 1	\$ 26.00	\$ 70.50
Oracle/PeopleSoft Administrator	Level 2	\$ 29.50	\$ 80.50
Oracle/PeopleSoft Administrator	Level 3	\$ 35.00	\$ 94.50
Oracle/PeopleSoft Administrator	Level 4	\$ 41.50	\$ 108.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 22.50	\$ 67.00
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 27.00	\$ 78.00
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 31.50	\$ 92.00
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 36.00	\$ 109.50
ORACLE/PEOPLESOFT DBA	Level 1	\$ 28.00	\$ 74.50
ORACLE/PEOPLESOFT DBA	Level 2	\$ 33.50	\$ 84.50
ORACLE/PEOPLESOFT DBA	Level 3	\$ 38.00	\$ 95.50
ORACLE/PEOPLESOFT DBA	Level 4	\$ 42.50	\$ 110.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 28.00	\$ 70.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 33.50	\$ 79.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 38.00	\$ 92.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 42.50	\$ 109.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 28.00	\$ 82.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 33.50	\$ 92.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 38.00	\$ 102.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 42.50	\$ 117.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 28.00	\$ 71.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 33.50	\$ 85.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 38.00	\$ 95.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 42.50	\$ 110.50
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 28.00	\$ 64.50
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 33.50	\$ 75.00
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 38.00	\$ 83.00
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 42.50	\$ 103.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 28.00	\$ 75.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 33.50	\$ 84.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 38.00	\$ 94.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 42.50	\$ 109.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 28.00	\$ 76.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 33.50	\$ 89.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 38.00	\$ 99.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 42.50	\$ 112.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 28.00	\$ 71.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 33.50	\$ 83.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 38.00	\$ 96.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 42.50	\$ 114.00
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 28.00	\$ 72.50
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 33.50	\$ 83.50
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 38.00	\$ 94.00
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 42.50	\$ 108.00
Oracle/PeopleSoft Project Manager	Level 1	\$ 28.00	\$ 68.00
Oracle/PeopleSoft Project Manager	Level 2	\$ 33.50	\$ 76.00
Oracle/PeopleSoft Project Manager	Level 3	\$ 38.00	\$ 85.00
Oracle/PeopleSoft Project Manager	Level 4	\$ 42.50	\$ 102.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 28.00	\$ 69.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 33.50	\$ 78.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 38.00	\$ 87.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 42.50	\$ 109.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 28.00	\$ 67.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 33.50	\$ 76.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 38.00	\$ 86.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 42.50	\$ 103.50
Oracle/Peoplesoft Technical Architect	Level 1	\$ 28.00	\$ 73.50
Oracle/Peoplesoft Technical Architect	Level 2	\$ 33.50	\$ 87.50
Oracle/Peoplesoft Technical Architect	Level 3	\$ 38.00	\$ 96.50
Oracle/Peoplesoft Technical Architect	Level 4	\$ 42.50	\$ 110.50
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 23.00	\$ 62.00
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 26.00	\$ 73.50
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 31.50	\$ 83.00
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 37.00	\$ 99.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 28.00	\$ 69.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 33.50	\$ 78.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 38.00	\$ 89.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 42.50	\$ 102.50
Product Specialist	Level 1	\$ 23.00	\$ 59.00
Product Specialist	Level 2	\$ 26.00	\$ 68.00
Product Specialist	Level 3	\$ 31.50	\$ 80.50
Product Specialist	Level 4	\$ 37.00	\$ 96.50
Production Control Manager	Level 1	\$ 23.00	\$ 69.00
Production Control Manager	Level 2	\$ 26.00	\$ 78.00
Production Control Manager	Level 3	\$ 31.50	\$ 83.00
Production Control Manager	Level 4	\$ 37.00	\$ 96.50
Programmer	Level 1	\$ 23.00	\$ 53.50
Programmer	Level 2	\$ 26.00	\$ 64.50
Programmer	Level 3	\$ 31.50	\$ 79.50
Programmer	Level 4	\$ 37.00	\$ 87.50
Project Controller	Level 1	\$ 23.00	\$ 62.00
Project Controller	Level 2	\$ 26.00	\$ 71.50
Project Controller	Level 3	\$ 31.50	\$ 84.00
Project Controller	Level 4	\$ 37.00	\$ 98.00
Project/Program Manager	Level 1	\$ 23.00	\$ 64.00
Project/Program Manager	Level 2	\$ 26.00	\$ 72.50
Project/Program Manager	Level 3	\$ 31.50	\$ 83.00
Project/Program Manager	Level 4	\$ 37.00	\$ 103.50
Quality Assurance Analyst	Level 1	\$ 22.50	\$ 57.50
Quality Assurance Analyst	Level 2	\$ 26.00	\$ 67.00
Quality Assurance Analyst	Level 3	\$ 32.50	\$ 83.00
Quality Assurance Analyst	Level 4	\$ 37.00	\$ 93.50
Quality Assurance Manager	Level 1	\$ 28.00	\$ 63.50
Quality Assurance Manager	Level 2	\$ 29.50	\$ 74.00
Quality Assurance Manager	Level 3	\$ 35.00	\$ 84.00
Quality Assurance Manager	Level 4	\$ 41.50	\$ 103.50
SAN Administrator	Level 1	\$ 23.00	\$ 67.00
SAN Administrator	Level 2	\$ 26.00	\$ 78.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 31.50	\$ 87.50
SAN Administrator	Level 4	\$ 37.00	\$ 110.50
Senior Quality Assurance Analyst	Level 1	\$ 32.50	\$ 65.00
Senior Quality Assurance Analyst	Level 2	\$ 37.00	\$ 74.50
Senior Quality Assurance Analyst	Level 3	\$ 39.00	\$ 84.00
Senior Quality Assurance Analyst	Level 4	\$ 41.50	\$ 94.50
Software Engineer	Level 1	\$ 23.00	\$ 54.50
Software Engineer	Level 2	\$ 26.00	\$ 64.50
Software Engineer	Level 3	\$ 31.50	\$ 77.50
Software Engineer	Level 4	\$ 37.00	\$ 91.00
Software Process Engineer	Level 1	\$ 23.00	\$ 55.50
Software Process Engineer	Level 2	\$ 26.00	\$ 64.50
Software Process Engineer	Level 3	\$ 31.50	\$ 77.50
Software Process Engineer	Level 4	\$ 37.00	\$ 91.00
Solution Architect	Level 1	\$ 28.00	\$ 72.50
Solution Architect	Level 2	\$ 33.50	\$ 81.00
Solution Architect	Level 3	\$ 38.00	\$ 91.00
Solution Architect	Level 4	\$ 42.50	\$ 108.50
System Administrator	Level 1	\$ 18.50	\$ 60.00
System Administrator	Level 2	\$ 22.50	\$ 70.50
System Administrator	Level 3	\$ 24.00	\$ 83.00
System Administrator	Level 4	\$ 27.00	\$ 94.50
System Engineer	Level 1	\$ 17.00	\$ 59.00
System Engineer	Level 2	\$ 19.50	\$ 64.50
System Engineer	Level 3	\$ 21.50	\$ 76.00
System Engineer	Level 4	\$ 23.00	\$ 88.50
System Specialist	Level 1	\$ 18.50	\$ 60.00
System Specialist	Level 2	\$ 22.50	\$ 69.00
System Specialist	Level 3	\$ 24.00	\$ 81.50
System Specialist	Level 4	\$ 27.00	\$ 103.50
Systems Administrator	Level 1	\$ 18.50	\$ 55.50
Systems Administrator	Level 2	\$ 22.50	\$ 64.50
Systems Administrator	Level 3	\$ 24.00	\$ 78.00
Systems Administrator	Level 4	\$ 27.00	\$ 87.50
Systems Administrator Manager	Level 1	\$ 18.50	\$ 66.00
Systems Administrator Manager	Level 2	\$ 22.50	\$ 75.00
Systems Administrator Manager	Level 3	\$ 24.00	\$ 84.00
Systems Administrator Manager	Level 4	\$ 27.00	\$ 101.00
Team Lead	Level 1	\$ 17.00	\$ 69.00
Team Lead	Level 2	\$ 19.50	\$ 78.00
Team Lead	Level 3	\$ 21.50	\$ 86.50
Team Lead	Level 4	\$ 23.00	\$ 108.50
Technical Architect	Level 1	\$ 26.00	\$ 72.50
Technical Architect	Level 2	\$ 29.50	\$ 82.00
Technical Architect	Level 3	\$ 32.50	\$ 91.00
Technical Architect	Level 4	\$ 36.00	\$ 110.50
Technical Specialist	Level 1	\$ 11.50	\$ 60.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 14.00	\$ 69.00
Technical Specialist	Level 3	\$ 17.00	\$ 82.00
Technical Specialist	Level 4	\$ 19.50	\$ 94.50
Technical Writer	Level 1	\$ 17.00	\$ 47.50
Technical Writer	Level 2	\$ 20.50	\$ 61.50
Technical Writer	Level 3	\$ 23.00	\$ 70.50
Technical Writer	Level 4	\$ 28.00	\$ 85.00
Telecom Engineer	Level 1	\$ 11.50	\$ 55.50
Telecom Engineer	Level 2	\$ 14.00	\$ 64.00
Telecom Engineer	Level 3	\$ 17.00	\$ 73.50
Telecom Engineer	Level 4	\$ 19.50	\$ 86.00
Tester	Level 1	\$ 20.50	\$ 59.00
Tester	Level 2	\$ 23.00	\$ 68.00
Tester	Level 3	\$ 29.50	\$ 76.00
Tester	Level 4	\$ 37.00	\$ 86.50
Testing Manager	Level 1	\$ 28.00	\$ 63.50
Testing Manager	Level 2	\$ 33.50	\$ 74.00
Testing Manager	Level 3	\$ 38.00	\$ 84.00
Testing Manager	Level 4	\$ 41.50	\$ 103.50
Trainers	Level 1	\$ 20.50	\$ 50.50
Trainers	Level 2	\$ 23.00	\$ 56.50
Trainers	Level 3	\$ 29.50	\$ 67.50
Trainers	Level 4	\$ 37.00	\$ 81.00
Training Developers	Level 1	\$ 20.50	\$ 55.50
Training Developers	Level 2	\$ 23.00	\$ 64.50
Training Developers	Level 3	\$ 26.00	\$ 79.50
Training Developers	Level 4	\$ 29.50	\$ 99.00
Unisys Specialty Architectural Specialist	Level 1	\$ 18.50	\$ 64.50
Unisys Specialty Architectural Specialist	Level 2	\$ 22.50	\$ 74.50
Unisys Specialty Architectural Specialist	Level 3	\$ 26.00	\$ 87.50
Unisys Specialty Architectural Specialist	Level 4	\$ 29.50	\$ 102.50
Unisys Specialty Equipment Operator	Level 1	\$ 17.00	\$ 50.00
Unisys Specialty Equipment Operator	Level 2	\$ 22.50	\$ 57.50
Unisys Specialty Equipment Operator	Level 3	\$ 26.00	\$ 67.00
Unisys Specialty Equipment Operator	Level 4	\$ 29.50	\$ 77.50
Unisys Specialty Production Control Operator	Level 1	\$ 18.50	\$ 53.00
Unisys Specialty Production Control Operator	Level 2	\$ 22.50	\$ 60.50
Unisys Specialty Production Control Operator	Level 3	\$ 26.00	\$ 72.50
Unisys Specialty Production Control Operator	Level 4	\$ 29.50	\$ 84.50
Unisys Specialty Service Delivery Specialist	Level 1	\$ 18.50	\$ 60.00
Unisys Specialty Service Delivery Specialist	Level 2	\$ 22.50	\$ 69.00
Unisys Specialty Service Delivery Specialist	Level 3	\$ 26.00	\$ 78.00
Unisys Specialty Service Delivery Specialist	Level 4	\$ 29.50	\$ 87.00
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 19.50	\$ 60.00
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 23.00	\$ 70.50
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 27.00	\$ 81.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 29.50	\$ 96.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 11.50	\$ 50.50
Video Conference Specialist	Level 2	\$ 14.00	\$ 55.50
Video Conference Specialist	Level 3	\$ 17.00	\$ 63.50
Video Conference Specialist	Level 4	\$ 19.50	\$ 73.50
Voice/Data Engineer	Level 1	\$ 11.50	\$ 57.50
Voice/Data Engineer	Level 2	\$ 14.00	\$ 65.00
Voice/Data Engineer	Level 3	\$ 17.00	\$ 76.50
Voice/Data Engineer	Level 4	\$ 19.50	\$ 106.00
Web Content Designer	Level 1	\$ 14.00	\$ 53.00
Web Content Designer	Level 2	\$ 17.00	\$ 66.00
Web Content Designer	Level 3	\$ 19.50	\$ 81.50
Web Content Designer	Level 4	\$ 23.00	\$ 98.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 23.00	\$ 60.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 28.00	\$ 71.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 29.50	\$ 82.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 32.50	\$ 96.50

ROCKY MOUNTAIN: Colorado - Montana - North Dakota - South Dakota - Utah - Wyoming

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$0.80
VMS Fee for Spend = \$2.6 to \$5.0	\$0.80
VMS Fee for Spend = \$5.1 to \$7.5	\$0.80
VMS Fee for Spend = \$7.6 to \$10.0	\$0.80
VMS Fee for Spend = \$10.1 to \$12.5	\$0.71
VMS Fee for Spend = \$12.6 to \$15.0	\$0.71
VMS Fee for Spend = \$15.1 and over	\$0.52

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on
cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Application Developer		\$ 22.00	\$ 58.50
Application Developer	Level 2	\$ 26.50	\$ 69.00
Application Developer	Level 3	\$ 33.00	\$ 83.50
Application Developer	Level 4	\$ 39.00	\$ 97.00
Application Systems Analysis/Programming Manager	Level 1	\$ 22.00	\$ 60.50
Application Systems Analysis/Programming Manager	Level 2	\$ 26.50	\$ 70.00
Application Systems Analysis/Programming Manager	Level 3	\$ 33.00	\$ 84.00
Application Systems Analysis/Programming Manager	Level 4	\$ 39.00	\$ 100.50
Application Systems Analyst/Programmer	Level 1	\$ 22.00	\$ 55.50
Application Systems Analyst/Programmer	Level 2	\$ 26.50	\$ 66.00
Application Systems Analyst/Programmer	Level 3	\$ 33.00	\$ 78.00
Application Systems Analyst/Programmer	Level 4	\$ 39.00	\$ 89.50
Architect	Level 1	\$ 28.50	\$ 74.00
Architect	Level 2	\$ 36.00	\$ 84.00
Architect	Level 3	\$ 43.50	\$ 97.00
Architect	Level 4	\$ 51.00	\$ 107.50
Business Analyst	Level 1	\$ 21.00	\$ 55.50
Business Analyst	Level 2	\$ 26.50	\$ 66.00
Business Analyst	Level 3	\$ 33.00	\$ 78.00
Business Analyst	Level 4	\$ 40.50	\$ 86.00
Business Subject Matter Expert	Level 1	\$ 19.00	\$ 62.00
Business Subject Matter Expert	Level 2	\$ 26.50	\$ 75.50
Business Subject Matter Expert	Level 3	\$ 33.00	\$ 85.00
Business Subject Matter Expert	Level 4	\$ 40.50	\$ 96.50
Business Systems Consultant	Level 1	\$ 21.00	\$ 62.00
Business Systems Consultant	Level 2	\$ 26.50	\$ 74.00
Business Systems Consultant	Level 3	\$ 33.00	\$ 85.00
Business Systems Consultant	Level 4	\$ 40.50	\$ 97.00
Business Systems Consultant Manager	Level 1	\$ 21.00	\$ 65.50
Business Systems Consultant Manager	Level 2	\$ 26.50	\$ 83.00
Business Systems Consultant Manager	Level 3	\$ 33.00	\$ 89.00
Business Systems Consultant Manager	Level 4	\$ 40.50	\$ 104.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 17.00	\$ 59.50
CADD/GIS Administrator	Level 2	\$ 21.00	\$ 68.50
CADD/GIS Administrator	Level 3	\$ 25.50	\$ 86.50
CADD/GIS Administrator	Level 4	\$ 28.50	\$ 100.50
Client Technologies Specialist	Level 1	\$ 11.50	\$ 60.50
Client Technologies Specialist	Level 2	\$ 16.50	\$ 70.50
Client Technologies Specialist	Level 3	\$ 18.00	\$ 84.00
Client Technologies Specialist	Level 4	\$ 21.00	\$ 99.00
Communications Analyst	Level 1	\$ 14.50	\$ 56.00
Communications Analyst	Level 2	\$ 19.00	\$ 65.00
Communications Analyst	Level 3	\$ 24.00	\$ 73.00
Communications Analyst	Level 4	\$ 28.50	\$ 81.00
Computer Operations Manager	Level 1	\$ 14.50	\$ 56.50
Computer Operations Manager	Level 2	\$ 17.00	\$ 66.00
Computer Operations Manager	Level 3	\$ 21.00	\$ 82.50
Computer Operations Manager	Level 4	\$ 24.50	\$ 92.00
Computer Operator	Level 1	\$ 11.50	\$ 39.00
Computer Operator	Level 2	\$ 16.50	\$ 48.00
Computer Operator	Level 3	\$ 18.00	\$ 58.00
Computer Operator	Level 4	\$ 21.00	\$ 68.50
Computer Scheduler	Level 1	\$ 11.50	\$ 40.00
Computer Scheduler	Level 2	\$ 16.50	\$ 48.00
Computer Scheduler	Level 3	\$ 18.00	\$ 59.50
Computer Scheduler	Level 4	\$ 21.00	\$ 71.00
Configuration Management Specialist	Level 1	\$ 11.50	\$ 55.50
Configuration Management Specialist	Level 2	\$ 16.50	\$ 66.00
Configuration Management Specialist	Level 3	\$ 18.00	\$ 78.00
Configuration Management Specialist	Level 4	\$ 21.00	\$ 91.00
Data Administrator	Level 1	\$ 17.00	\$ 59.00
Data Administrator	Level 2	\$ 21.00	\$ 68.50
Data Administrator	Level 3	\$ 24.00	\$ 85.00
Data Administrator	Level 4	\$ 26.50	\$ 97.00
Data Architect	Level 1	\$ 21.00	\$ 73.00
Data Architect	Level 2	\$ 24.00	\$ 84.00
Data Architect	Level 3	\$ 26.50	\$ 96.50
Data Architect	Level 4	\$ 30.50	\$ 117.00
Data Entry Operator	Level 1	\$ 11.50	\$ 39.00
Data Entry Operator	Level 2	\$ 13.50	\$ 48.00
Data Entry Operator	Level 3	\$ 15.50	\$ 58.00
Data Entry Operator	Level 4	\$ 17.00	\$ 68.50
Data Processing Operator	Level 1	\$ 11.50	\$ 40.00
Data Processing Operator	Level 2	\$ 13.50	\$ 45.50
Data Processing Operator	Level 3	\$ 15.50	\$ 55.00
Data Processing Operator	Level 4	\$ 17.00	\$ 66.50
Data Warehousing Administrator	Level 1	\$ 21.00	\$ 63.00
Data Warehousing Administrator	Level 2	\$ 24.00	\$ 75.50
Data Warehousing Administrator	Level 3	\$ 26.50	\$ 89.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 30.50	\$ 98.00
Data Warehousing Analyst	Level 1	\$ 21.00	\$ 63.50
Data Warehousing Analyst	Level 2	\$ 24.00	\$ 72.50
Data Warehousing Analyst	Level 3	\$ 26.50	\$ 84.00
Data Warehousing Analyst	Level 4	\$ 30.50	\$ 93.50
Data/Voice Communications Manager	Level 1	\$ 16.50	\$ 62.00
Data/Voice Communications Manager	Level 2	\$ 18.00	\$ 67.50
Data/Voice Communications Manager	Level 3	\$ 23.00	\$ 79.00
Data/Voice Communications Manager	Level 4	\$ 26.50	\$ 93.00
Database Administrator	Level 1	\$ 21.00	\$ 63.00
Database Administrator	Level 2	\$ 24.00	\$ 72.50
Database Administrator	Level 3	\$ 26.50	\$ 85.00
Database Administrator	Level 4	\$ 33.00	\$ 94.50
Database Analyst	Level 1	\$ 28.50	\$ 56.00
Database Analyst	Level 2	\$ 33.00	\$ 67.50
Database Analyst	Level 3	\$ 38.00	\$ 81.50
Database Analyst	Level 4	\$ 42.50	\$ 93.50
Database Architect	Level 1	\$ 28.50	\$ 74.00
Database Architect	Level 2	\$ 33.00	\$ 82.00
Database Architect	Level 3	\$ 38.00	\$ 94.50
Database Architect	Level 4	\$ 42.50	\$ 113.00
Database Manager/Administrator	Level 1	\$ 28.50	\$ 63.00
Database Manager/Administrator	Level 2	\$ 33.00	\$ 75.50
Database Manager/Administrator	Level 3	\$ 38.00	\$ 87.50
Database Manager/Administrator	Level 4	\$ 42.50	\$ 104.00
Disaster Recovery Administrator	Level 1	\$ 28.50	\$ 63.00
Disaster Recovery Administrator	Level 2	\$ 33.00	\$ 73.00
Disaster Recovery Administrator	Level 3	\$ 38.00	\$ 85.00
Disaster Recovery Administrator	Level 4	\$ 42.50	\$ 102.50
Disaster Recovery Analyst	Level 1	\$ 28.50	\$ 58.00
Disaster Recovery Analyst	Level 2	\$ 33.00	\$ 71.00
Disaster Recovery Analyst	Level 3	\$ 38.00	\$ 81.50
Disaster Recovery Analyst	Level 4	\$ 42.50	\$ 87.50
Enterprise Architect	Level 1	\$ 30.50	\$ 75.50
Enterprise Architect	Level 2	\$ 36.00	\$ 89.50
Enterprise Architect	Level 3	\$ 40.50	\$ 103.00
Enterprise Architect	Level 4	\$ 45.50	\$ 121.50
Functional Architect	Level 1	\$ 30.50	\$ 74.50
Functional Architect	Level 2	\$ 36.00	\$ 88.00
Functional Architect	Level 3	\$ 40.50	\$ 102.00
Functional Architect	Level 4	\$ 45.50	\$ 119.50
Graphic Artist	Level 1	\$ 17.00	\$ 52.00
Graphic Artist	Level 2	\$ 23.00	\$ 61.50
Graphic Artist	Level 3	\$ 30.50	\$ 70.00
Graphic Artist	Level 4	\$ 34.00	\$ 82.50
Help Desk Analyst	Level 1	\$ 9.50	\$ 41.50
Help Desk Analyst	Level 2	\$ 13.50	\$ 49.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 17.00	\$ 62.00
Help Desk Analyst	Level 4	\$ 21.00	\$ 75.50
Help Desk Coordinator	Level 1	\$ 9.50	\$ 41.50
Help Desk Coordinator	Level 2	\$ 12.50	\$ 49.00
Help Desk Coordinator	Level 3	\$ 14.50	\$ 62.00
Help Desk Coordinator	Level 4	\$ 17.00	\$ 72.50
Help Desk Manager	Level 1	\$ 13.50	\$ 51.50
Help Desk Manager	Level 2	\$ 17.00	\$ 63.00
Help Desk Manager	Level 3	\$ 22.00	\$ 76.50
Help Desk Manager	Level 4	\$ 25.50	\$ 93.50
Help Desk Service Specialist	Level 1	\$ 9.50	\$ 44.00
Help Desk Service Specialist	Level 2	\$ 11.50	\$ 53.50
Help Desk Service Specialist	Level 3	\$ 13.50	\$ 63.50
Help Desk Service Specialist	Level 4	\$ 14.50	\$ 78.00
Help Desk Technician	Level 1	\$ 11.50	\$ 41.50
Help Desk Technician	Level 2	\$ 13.50	\$ 49.00
Help Desk Technician	Level 3	\$ 14.50	\$ 62.00
Help Desk Technician	Level 4	\$ 15.50	\$ 72.50
IBM Specialty Software Architect	Level 1	\$ 19.00	\$ 74.50
IBM Specialty Software Architect	Level 2	\$ 23.00	\$ 89.00
IBM Specialty Software Architect	Level 3	\$ 26.50	\$ 98.00
IBM Specialty Software Architect	Level 4	\$ 32.50	\$ 118.00
IBM Specialty Technical Specialist	Level 1	\$ 13.50	\$ 66.00
IBM Specialty Technical Specialist	Level 2	\$ 17.00	\$ 79.00
IBM Specialty Technical Specialist	Level 3	\$ 22.00	\$ 84.50
IBM Specialty Technical Specialist	Level 4	\$ 25.50	\$ 94.50
Independent Verification &Validation	Level 1	\$ 13.50	\$ 64.50
Independent Verification &Validation	Level 2	\$ 17.00	\$ 73.00
Independent Verification &Validation	Level 3	\$ 22.00	\$ 83.00
Independent Verification &Validation	Level 4	\$ 25.50	\$ 94.50
Information Security Analyst	Level 1	\$ 19.00	\$ 64.00
Information Security Analyst	Level 2	\$ 23.00	\$ 73.00
Information Security Analyst	Level 3	\$ 27.50	\$ 86.50
Information Security Analyst	Level 4	\$ 32.50	\$ 100.50
Information Security Manager	Level 1	\$ 21.00	\$ 75.50
Information Security Manager	Level 2	\$ 24.00	\$ 84.00
Information Security Manager	Level 3	\$ 30.50	\$ 92.50
Information Security Manager	Level 4	\$ 33.00	\$ 104.00
Information Security Project Manager	Level 1	\$ 24.00	\$ 75.50
Information Security Project Manager	Level 2	\$ 28.50	\$ 89.00
Information Security Project Manager	Level 3	\$ 33.00	\$ 102.00
Information Security Project Manager	Level 4	\$ 38.00	\$ 113.00
Information Systems Auditor	Level 1	\$ 19.00	\$ 70.00
Information Systems Auditor	Level 2	\$ 23.00	\$ 79.50
Information Systems Auditor	Level 3	\$ 26.50	\$ 89.00
Information Systems Auditor	Level 4	\$ 30.50	\$ 103.00
Information Systems Security Compliance Manager	Level 1	\$ 26.50	\$ 72.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 32.50	\$ 85.00
Information Systems Security Compliance Manager	Level 3	\$ 38.00	\$ 94.50
Information Systems Security Compliance Manager	Level 4	\$ 42.50	\$ 111.50
LAN Administration Manager	Level 1	\$ 26.50	\$ 66.00
LAN Administration Manager	Level 2	\$ 32.50	\$ 77.00
LAN Administration Manager	Level 3	\$ 38.00	\$ 85.00
LAN Administration Manager	Level 4	\$ 42.50	\$ 100.50
LAN Administrator	Level 1	\$ 24.00	\$ 58.00
LAN Administrator	Level 2	\$ 26.50	\$ 67.50
LAN Administrator	Level 3	\$ 32.50	\$ 81.50
LAN Administrator	Level 4	\$ 38.00	\$ 91.00
LAN Support Technician	Level 1	\$ 11.50	\$ 47.50
LAN Support Technician	Level 2	\$ 14.50	\$ 58.00
LAN Support Technician	Level 3	\$ 17.00	\$ 68.00
LAN Support Technician	Level 4	\$ 19.00	\$ 79.50
Linux System Administrator	Level 1	\$ 24.00	\$ 60.50
Linux System Administrator	Level 2	\$ 26.50	\$ 68.50
Linux System Administrator	Level 3	\$ 32.50	\$ 85.00
Linux System Administrator	Level 4	\$ 38.00	\$ 97.00
Microsoft Specialty Principal Consultant	Level 1	\$ 14.50	\$ 75.50
Microsoft Specialty Principal Consultant	Level 2	\$ 23.00	\$ 92.00
Microsoft Specialty Principal Consultant	Level 3	\$ 30.50	\$ 115.50
Microsoft Specialty Principal Consultant	Level 4	\$ 36.00	\$ 136.00
Microsoft Specialty Technician	Level 1	\$ 14.50	\$ 56.00
Microsoft Specialty Technician	Level 2	\$ 20.00	\$ 64.00
Microsoft Specialty Technician	Level 3	\$ 22.00	\$ 75.50
Microsoft Specialty Technician	Level 4	\$ 24.00	\$ 86.50
Mobile Specialist	Level 1	\$ 14.50	\$ 63.50
Mobile Specialist	Level 2	\$ 20.00	\$ 70.00
Mobile Specialist	Level 3	\$ 22.00	\$ 87.50
Mobile Specialist	Level 4	\$ 24.00	\$ 106.00
Network Engineer	Level 1	\$ 14.50	\$ 59.00
Network Engineer	Level 2	\$ 20.00	\$ 68.50
Network Engineer	Level 3	\$ 22.00	\$ 85.00
Network Engineer	Level 4	\$ 24.00	\$ 97.00
Oracle Policy Automation Functional Consultant	Level 1	\$ 24.50	\$ 79.50
Oracle Policy Automation Functional Consultant	Level 2	\$ 30.50	\$ 92.00
Oracle Policy Automation Functional Consultant	Level 3	\$ 36.00	\$ 104.00
Oracle Policy Automation Functional Consultant	Level 4	\$ 42.50	\$ 120.50
Oracle UPK Technical Administrator	Level 1	\$ 24.50	\$ 79.00
Oracle UPK Technical Administrator	Level 2	\$ 30.50	\$ 88.50
Oracle UPK Technical Administrator	Level 3	\$ 36.00	\$ 98.00
Oracle UPK Technical Administrator	Level 4	\$ 42.50	\$ 112.50
Oracle/PeopleSoft Administrator	Level 1	\$ 26.50	\$ 72.50
Oracle/PeopleSoft Administrator	Level 2	\$ 30.50	\$ 82.50
Oracle/PeopleSoft Administrator	Level 3	\$ 36.00	\$ 97.00
Oracle/PeopleSoft Administrator	Level 4	\$ 42.50	\$ 111.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 23.00	\$ 68.50
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 27.50	\$ 80.50
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 32.50	\$ 94.50
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 37.00	\$ 112.50
ORACLE/PEOPLESOFT DBA	Level 1	\$ 28.50	\$ 76.50
ORACLE/PEOPLESOFT DBA	Level 2	\$ 34.00	\$ 87.00
ORACLE/PEOPLESOFT DBA	Level 3	\$ 39.00	\$ 98.00
ORACLE/PEOPLESOFT DBA	Level 4	\$ 43.50	\$ 113.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 28.50	\$ 72.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 34.00	\$ 81.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 39.00	\$ 94.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 43.50	\$ 112.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 28.50	\$ 84.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 34.00	\$ 94.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 39.00	\$ 105.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 43.50	\$ 121.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 28.50	\$ 73.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 34.00	\$ 87.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 39.00	\$ 98.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 43.50	\$ 113.00
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 28.50	\$ 66.00
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 34.00	\$ 77.00
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 39.00	\$ 85.00
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 43.50	\$ 106.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 28.50	\$ 77.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 34.00	\$ 87.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 39.00	\$ 97.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 43.50	\$ 112.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 28.50	\$ 78.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 34.00	\$ 92.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 39.00	\$ 102.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 43.50	\$ 115.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 28.50	\$ 73.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 34.00	\$ 85.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 39.00	\$ 99.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 43.50	\$ 117.00
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 28.50	\$ 74.00
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 34.00	\$ 86.00
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 39.00	\$ 96.50
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 43.50	\$ 111.00
Oracle/PeopleSoft Project Manager	Level 1	\$ 28.50	\$ 70.00
Oracle/PeopleSoft Project Manager	Level 2	\$ 34.00	\$ 78.00
Oracle/PeopleSoft Project Manager	Level 3	\$ 39.00	\$ 87.50
Oracle/PeopleSoft Project Manager	Level 4	\$ 43.50	\$ 105.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 28.50	\$ 71.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 34.00	\$ 80.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 39.00	\$ 89.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 43.50	\$ 112.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 28.50	\$ 68.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 34.00	\$ 78.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 39.00	\$ 88.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 43.50	\$ 106.00
Oracle/Peoplesoft Technical Architect	Level 1	\$ 28.50	\$ 75.50
Oracle/Peoplesoft Technical Architect	Level 2	\$ 34.00	\$ 89.50
Oracle/Peoplesoft Technical Architect	Level 3	\$ 39.00	\$ 99.00
Oracle/Peoplesoft Technical Architect	Level 4	\$ 43.50	\$ 113.00
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 24.00	\$ 64.00
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 26.50	\$ 75.50
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 32.50	\$ 85.00
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 38.00	\$ 101.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 28.50	\$ 71.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 34.00	\$ 80.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 39.00	\$ 92.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 43.50	\$ 105.00
Product Specialist	Level 1	\$ 24.00	\$ 60.50
Product Specialist	Level 2	\$ 26.50	\$ 70.00
Product Specialist	Level 3	\$ 32.50	\$ 82.50
Product Specialist	Level 4	\$ 38.00	\$ 99.00
Production Control Manager	Level 1	\$ 24.00	\$ 71.00
Production Control Manager	Level 2	\$ 26.50	\$ 80.50
Production Control Manager	Level 3	\$ 32.50	\$ 85.00
Production Control Manager	Level 4	\$ 38.00	\$ 99.00
Programmer	Level 1	\$ 24.00	\$ 55.00
Programmer	Level 2	\$ 26.50	\$ 66.00
Programmer	Level 3	\$ 32.50	\$ 81.50
Programmer	Level 4	\$ 38.00	\$ 89.50
Project Controller	Level 1	\$ 24.00	\$ 64.00
Project Controller	Level 2	\$ 26.50	\$ 73.00
Project Controller	Level 3	\$ 32.50	\$ 86.50
Project Controller	Level 4	\$ 38.00	\$ 100.50
Project/Program Manager	Level 1	\$ 24.00	\$ 65.50
Project/Program Manager	Level 2	\$ 26.50	\$ 74.00
Project/Program Manager	Level 3	\$ 32.50	\$ 85.00
Project/Program Manager	Level 4	\$ 38.00	\$ 106.00
Quality Assurance Analyst	Level 1	\$ 23.00	\$ 59.00
Quality Assurance Analyst	Level 2	\$ 26.50	\$ 68.50
Quality Assurance Analyst	Level 3	\$ 33.00	\$ 85.00
Quality Assurance Analyst	Level 4	\$ 38.00	\$ 96.00
Quality Assurance Manager	Level 1	\$ 28.50	\$ 65.00
Quality Assurance Manager	Level 2	\$ 30.50	\$ 76.00
Quality Assurance Manager	Level 3	\$ 36.00	\$ 86.50
Quality Assurance Manager	Level 4	\$ 42.50	\$ 106.00
SAN Administrator	Level 1	\$ 24.00	\$ 68.50
SAN Administrator	Level 2	\$ 26.50	\$ 80.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 32.50	\$ 89.50
SAN Administrator	Level 4	\$ 38.00	\$ 113.00
Senior Quality Assurance Analyst	Level 1	\$ 33.00	\$ 66.50
Senior Quality Assurance Analyst	Level 2	\$ 38.00	\$ 76.50
Senior Quality Assurance Analyst	Level 3	\$ 40.00	\$ 86.50
Senior Quality Assurance Analyst	Level 4	\$ 42.50	\$ 97.00
Software Engineer	Level 1	\$ 24.00	\$ 56.00
Software Engineer	Level 2	\$ 26.50	\$ 66.00
Software Engineer	Level 3	\$ 32.50	\$ 79.50
Software Engineer	Level 4	\$ 38.00	\$ 93.50
Software Process Engineer	Level 1	\$ 24.00	\$ 56.50
Software Process Engineer	Level 2	\$ 26.50	\$ 66.00
Software Process Engineer	Level 3	\$ 32.50	\$ 79.50
Software Process Engineer	Level 4	\$ 38.00	\$ 93.50
Solution Architect	Level 1	\$ 28.50	\$ 74.00
Solution Architect	Level 2	\$ 34.00	\$ 83.00
Solution Architect	Level 3	\$ 39.00	\$ 93.50
Solution Architect	Level 4	\$ 43.50	\$ 111.50
System Administrator	Level 1	\$ 19.00	\$ 61.50
System Administrator	Level 2	\$ 23.00	\$ 72.50
System Administrator	Level 3	\$ 24.50	\$ 85.00
System Administrator	Level 4	\$ 27.50	\$ 97.00
System Engineer	Level 1	\$ 17.00	\$ 60.50
System Engineer	Level 2	\$ 20.00	\$ 66.00
System Engineer	Level 3	\$ 22.00	\$ 78.00
System Engineer	Level 4	\$ 24.00	\$ 90.50
System Specialist	Level 1	\$ 19.00	\$ 61.50
System Specialist	Level 2	\$ 23.00	\$ 71.00
System Specialist	Level 3	\$ 24.50	\$ 83.50
System Specialist	Level 4	\$ 27.50	\$ 106.00
Systems Administrator	Level 1	\$ 19.00	\$ 56.50
Systems Administrator	Level 2	\$ 23.00	\$ 66.00
Systems Administrator	Level 3	\$ 24.50	\$ 80.50
Systems Administrator	Level 4	\$ 27.50	\$ 89.50
Systems Administrator Manager	Level 1	\$ 19.00	\$ 67.50
Systems Administrator Manager	Level 2	\$ 23.00	\$ 77.00
Systems Administrator Manager	Level 3	\$ 24.50	\$ 86.50
Systems Administrator Manager	Level 4	\$ 27.50	\$ 104.00
Team Lead	Level 1	\$ 17.00	\$ 71.00
Team Lead	Level 2	\$ 20.00	\$ 80.50
Team Lead	Level 3	\$ 22.00	\$ 89.00
Team Lead	Level 4	\$ 24.00	\$ 111.50
Technical Architect	Level 1	\$ 26.50	\$ 74.50
Technical Architect	Level 2	\$ 30.50	\$ 84.00
Technical Architect	Level 3	\$ 33.00	\$ 93.50
Technical Architect	Level 4	\$ 37.00	\$ 113.00
Technical Specialist	Level 1	\$ 11.50	\$ 61.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 14.50	\$ 71.00
Technical Specialist	Level 3	\$ 17.00	\$ 84.00
Technical Specialist	Level 4	\$ 20.00	\$ 97.00
Technical Writer	Level 1	\$ 17.00	\$ 48.50
Technical Writer	Level 2	\$ 21.00	\$ 63.00
Technical Writer	Level 3	\$ 24.00	\$ 72.50
Technical Writer	Level 4	\$ 28.50	\$ 87.50
Telecom Engineer	Level 1	\$ 11.50	\$ 56.50
Telecom Engineer	Level 2	\$ 14.50	\$ 65.50
Telecom Engineer	Level 3	\$ 17.00	\$ 75.50
Telecom Engineer	Level 4	\$ 20.00	\$ 88.50
Tester	Level 1	\$ 21.00	\$ 60.50
Tester	Level 2	\$ 24.00	\$ 70.00
Tester	Level 3	\$ 30.50	\$ 78.00
Tester	Level 4	\$ 38.00	\$ 89.00
Testing Manager	Level 1	\$ 28.50	\$ 65.00
Testing Manager	Level 2	\$ 34.00	\$ 76.00
Testing Manager	Level 3	\$ 39.00	\$ 86.50
Testing Manager	Level 4	\$ 42.50	\$ 106.00
Trainers	Level 1	\$ 21.00	\$ 52.00
Trainers	Level 2	\$ 24.00	\$ 58.00
Trainers	Level 3	\$ 30.50	\$ 69.50
Trainers	Level 4	\$ 38.00	\$ 83.00
Training Developers	Level 1	\$ 21.00	\$ 56.50
Training Developers	Level 2	\$ 24.00	\$ 66.00
Training Developers	Level 3	\$ 26.50	\$ 81.50
Training Developers	Level 4	\$ 30.50	\$ 101.50
Unisys Specialty Architectural Specialist	Level 1	\$ 19.00	\$ 66.00
Unisys Specialty Architectural Specialist	Level 2	\$ 23.00	\$ 76.50
Unisys Specialty Architectural Specialist	Level 3	\$ 26.50	\$ 89.50
Unisys Specialty Architectural Specialist	Level 4	\$ 30.50	\$ 105.00
Unisys Specialty Equipment Operator	Level 1	\$ 17.00	\$ 51.00
Unisys Specialty Equipment Operator	Level 2	\$ 23.00	\$ 59.00
Unisys Specialty Equipment Operator	Level 3	\$ 26.50	\$ 69.00
Unisys Specialty Equipment Operator	Level 4	\$ 30.50	\$ 79.50
Unisys Specialty Production Control Operator	Level 1	\$ 19.00	\$ 54.50
Unisys Specialty Production Control Operator	Level 2	\$ 23.00	\$ 62.00
Unisys Specialty Production Control Operator	Level 3	\$ 26.50	\$ 74.50
Unisys Specialty Production Control Operator	Level 4	\$ 30.50	\$ 87.00
Unisys Specialty Service Delivery Specialist	Level 1	\$ 19.00	\$ 61.50
Unisys Specialty Service Delivery Specialist	Level 2	\$ 23.00	\$ 71.00
Unisys Specialty Service Delivery Specialist	Level 3	\$ 26.50	\$ 80.50
Unisys Specialty Service Delivery Specialist	Level 4	\$ 30.50	\$ 89.00
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 20.00	\$ 61.50
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 24.00	\$ 72.50
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 27.50	\$ 83.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 30.50	\$ 99.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 11.50	\$ 52.00
Video Conference Specialist	Level 2	\$ 14.50	\$ 56.50
Video Conference Specialist	Level 3	\$ 17.00	\$ 65.00
Video Conference Specialist	Level 4	\$ 20.00	\$ 75.50
Voice/Data Engineer	Level 1	\$ 11.50	\$ 59.00
Voice/Data Engineer	Level 2	\$ 14.50	\$ 66.50
Voice/Data Engineer	Level 3	\$ 17.00	\$ 78.50
Voice/Data Engineer	Level 4	\$ 20.00	\$ 108.50
Web Content Designer	Level 1	\$ 14.50	\$ 54.50
Web Content Designer	Level 2	\$ 17.00	\$ 67.50
Web Content Designer	Level 3	\$ 20.00	\$ 83.50
Web Content Designer	Level 4	\$ 24.00	\$ 100.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 24.00	\$ 61.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 28.50	\$ 73.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 30.50	\$ 84.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 33.00	\$ 99.00

PACIFIC RIM: Arizona - California - Nevada - Hawaii

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$0.90
VMS Fee for Spend = \$2.6 to \$5.0	\$0.90
VMS Fee for Spend = \$5.1 to \$7.5	\$0.90
VMS Fee for Spend = \$7.6 to \$10.0	\$0.90
VMS Fee for Spend = \$10.1 to \$12.5	\$0.79
VMS Fee for Spend = \$12.6 to \$15.0	\$0.79
VMS Fee for Spend = \$15.1 and over	\$0.58

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on
cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Application Developer		\$ 24.50	\$ 65.50
Application Developer	Level 2	\$ 30.00	\$ 77.50
Application Developer	Level 3	\$ 37.00	\$ 93.50
Application Developer	Level 4	\$ 43.50	\$ 108.50
Application Systems Analysis/Programming Manager	Level 1	\$ 24.50	\$ 68.00
Application Systems Analysis/Programming Manager	Level 2	\$ 30.00	\$ 78.50
Application Systems Analysis/Programming Manager	Level 3	\$ 37.00	\$ 94.50
Application Systems Analysis/Programming Manager	Level 4	\$ 43.50	\$ 113.00
Application Systems Analyst/Programmer	Level 1	\$ 24.50	\$ 62.00
Application Systems Analyst/Programmer	Level 2	\$ 30.00	\$ 74.00
Application Systems Analyst/Programmer	Level 3	\$ 37.00	\$ 87.50
Application Systems Analyst/Programmer	Level 4	\$ 43.50	\$ 100.50
Architect	Level 1	\$ 32.00	\$ 83.00
Architect	Level 2	\$ 40.50	\$ 94.50
Architect	Level 3	\$ 49.00	\$ 108.50
Architect	Level 4	\$ 57.50	\$ 120.50
Business Analyst	Level 1	\$ 23.50	\$ 62.00
Business Analyst	Level 2	\$ 30.00	\$ 74.00
Business Analyst	Level 3	\$ 37.00	\$ 87.50
Business Analyst	Level 4	\$ 45.50	\$ 96.50
Business Subject Matter Expert	Level 1	\$ 21.50	\$ 69.50
Business Subject Matter Expert	Level 2	\$ 30.00	\$ 85.00
Business Subject Matter Expert	Level 3	\$ 37.00	\$ 95.50
Business Subject Matter Expert	Level 4	\$ 45.50	\$ 108.00
Business Systems Consultant	Level 1	\$ 23.50	\$ 69.50
Business Systems Consultant	Level 2	\$ 30.00	\$ 83.00
Business Systems Consultant	Level 3	\$ 37.00	\$ 95.50
Business Systems Consultant	Level 4	\$ 45.50	\$ 109.00
Business Systems Consultant Manager	Level 1	\$ 23.50	\$ 73.50
Business Systems Consultant Manager	Level 2	\$ 30.00	\$ 93.00
Business Systems Consultant Manager	Level 3	\$ 37.00	\$ 100.00
Business Systems Consultant Manager	Level 4	\$ 45.50	\$ 116.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 19.50	\$ 67.00
CADD/GIS Administrator	Level 2	\$ 23.50	\$ 77.00
CADD/GIS Administrator	Level 3	\$ 29.00	\$ 97.00
CADD/GIS Administrator	Level 4	\$ 32.00	\$ 113.00
Client Technologies Specialist	Level 1	\$ 13.00	\$ 68.00
Client Technologies Specialist	Level 2	\$ 18.00	\$ 79.00
Client Technologies Specialist	Level 3	\$ 20.50	\$ 94.50
Client Technologies Specialist	Level 4	\$ 23.50	\$ 111.00
Communications Analyst	Level 1	\$ 16.00	\$ 62.50
Communications Analyst	Level 2	\$ 21.50	\$ 73.00
Communications Analyst	Level 3	\$ 26.50	\$ 82.00
Communications Analyst	Level 4	\$ 32.00	\$ 91.00
Computer Operations Manager	Level 1	\$ 16.00	\$ 63.50
Computer Operations Manager	Level 2	\$ 19.50	\$ 74.00
Computer Operations Manager	Level 3	\$ 23.50	\$ 92.50
Computer Operations Manager	Level 4	\$ 27.50	\$ 103.50
Computer Operator	Level 1	\$ 13.00	\$ 43.50
Computer Operator	Level 2	\$ 18.00	\$ 53.50
Computer Operator	Level 3	\$ 20.50	\$ 65.00
Computer Operator	Level 4	\$ 23.50	\$ 77.00
Computer Scheduler	Level 1	\$ 13.00	\$ 44.50
Computer Scheduler	Level 2	\$ 18.00	\$ 53.50
Computer Scheduler	Level 3	\$ 20.50	\$ 67.00
Computer Scheduler	Level 4	\$ 23.50	\$ 79.50
Configuration Management Specialist	Level 1	\$ 13.00	\$ 62.00
Configuration Management Specialist	Level 2	\$ 18.00	\$ 74.00
Configuration Management Specialist	Level 3	\$ 20.50	\$ 87.50
Configuration Management Specialist	Level 4	\$ 23.50	\$ 102.00
Data Administrator	Level 1	\$ 19.50	\$ 66.50
Data Administrator	Level 2	\$ 23.50	\$ 77.00
Data Administrator	Level 3	\$ 26.50	\$ 95.50
Data Administrator	Level 4	\$ 30.00	\$ 108.50
Data Architect	Level 1	\$ 23.50	\$ 81.50
Data Architect	Level 2	\$ 26.50	\$ 94.50
Data Architect	Level 3	\$ 30.00	\$ 108.00
Data Architect	Level 4	\$ 34.00	\$ 131.00
Data Entry Operator	Level 1	\$ 13.00	\$ 43.50
Data Entry Operator	Level 2	\$ 15.00	\$ 53.50
Data Entry Operator	Level 3	\$ 17.00	\$ 65.00
Data Entry Operator	Level 4	\$ 19.50	\$ 77.00
Data Processing Operator	Level 1	\$ 13.00	\$ 44.50
Data Processing Operator	Level 2	\$ 15.00	\$ 51.00
Data Processing Operator	Level 3	\$ 17.00	\$ 61.50
Data Processing Operator	Level 4	\$ 19.50	\$ 74.50
Data Warehousing Administrator	Level 1	\$ 23.50	\$ 70.50
Data Warehousing Administrator	Level 2	\$ 26.50	\$ 85.00
Data Warehousing Administrator	Level 3	\$ 30.00	\$ 99.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 34.00	\$ 110.00
Data Warehousing Analyst	Level 1	\$ 23.50	\$ 71.00
Data Warehousing Analyst	Level 2	\$ 26.50	\$ 81.00
Data Warehousing Analyst	Level 3	\$ 30.00	\$ 94.50
Data Warehousing Analyst	Level 4	\$ 34.00	\$ 105.00
Data/Voice Communications Manager	Level 1	\$ 18.00	\$ 69.50
Data/Voice Communications Manager	Level 2	\$ 20.50	\$ 76.00
Data/Voice Communications Manager	Level 3	\$ 25.50	\$ 88.50
Data/Voice Communications Manager	Level 4	\$ 30.00	\$ 104.50
Database Administrator	Level 1	\$ 23.50	\$ 70.50
Database Administrator	Level 2	\$ 26.50	\$ 81.00
Database Administrator	Level 3	\$ 30.00	\$ 95.50
Database Administrator	Level 4	\$ 37.00	\$ 106.00
Database Analyst	Level 1	\$ 32.00	\$ 62.50
Database Analyst	Level 2	\$ 37.00	\$ 76.00
Database Analyst	Level 3	\$ 42.50	\$ 91.50
Database Analyst	Level 4	\$ 48.00	\$ 105.00
Database Architect	Level 1	\$ 32.00	\$ 83.00
Database Architect	Level 2	\$ 37.00	\$ 92.00
Database Architect	Level 3	\$ 42.50	\$ 106.00
Database Architect	Level 4	\$ 48.00	\$ 127.00
Database Manager/Administrator	Level 1	\$ 32.00	\$ 70.50
Database Manager/Administrator	Level 2	\$ 37.00	\$ 85.00
Database Manager/Administrator	Level 3	\$ 42.50	\$ 98.00
Database Manager/Administrator	Level 4	\$ 48.00	\$ 116.50
Disaster Recovery Administrator	Level 1	\$ 32.00	\$ 70.50
Disaster Recovery Administrator	Level 2	\$ 37.00	\$ 81.50
Disaster Recovery Administrator	Level 3	\$ 42.50	\$ 95.50
Disaster Recovery Administrator	Level 4	\$ 48.00	\$ 115.00
Disaster Recovery Analyst	Level 1	\$ 32.00	\$ 65.00
Disaster Recovery Analyst	Level 2	\$ 37.00	\$ 79.50
Disaster Recovery Analyst	Level 3	\$ 42.50	\$ 91.50
Disaster Recovery Analyst	Level 4	\$ 48.00	\$ 98.00
Enterprise Architect	Level 1	\$ 34.00	\$ 85.00
Enterprise Architect	Level 2	\$ 40.50	\$ 100.50
Enterprise Architect	Level 3	\$ 45.50	\$ 115.50
Enterprise Architect	Level 4	\$ 51.00	\$ 136.50
Functional Architect	Level 1	\$ 34.00	\$ 83.50
Functional Architect	Level 2	\$ 40.50	\$ 98.50
Functional Architect	Level 3	\$ 45.50	\$ 114.50
Functional Architect	Level 4	\$ 51.00	\$ 134.00
Graphic Artist	Level 1	\$ 19.50	\$ 58.50
Graphic Artist	Level 2	\$ 25.50	\$ 69.00
Graphic Artist	Level 3	\$ 34.00	\$ 78.50
Graphic Artist	Level 4	\$ 38.50	\$ 92.50
Help Desk Analyst	Level 1	\$ 11.00	\$ 46.50
Help Desk Analyst	Level 2	\$ 15.00	\$ 55.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 19.50	\$ 69.50
Help Desk Analyst	Level 4	\$ 23.50	\$ 85.00
Help Desk Coordinator	Level 1	\$ 11.00	\$ 46.50
Help Desk Coordinator	Level 2	\$ 14.00	\$ 55.00
Help Desk Coordinator	Level 3	\$ 16.00	\$ 69.50
Help Desk Coordinator	Level 4	\$ 19.50	\$ 81.00
Help Desk Manager	Level 1	\$ 15.00	\$ 58.00
Help Desk Manager	Level 2	\$ 19.50	\$ 70.50
Help Desk Manager	Level 3	\$ 24.50	\$ 86.00
Help Desk Manager	Level 4	\$ 29.00	\$ 105.00
Help Desk Service Specialist	Level 1	\$ 11.00	\$ 49.50
Help Desk Service Specialist	Level 2	\$ 13.00	\$ 60.00
Help Desk Service Specialist	Level 3	\$ 15.00	\$ 71.00
Help Desk Service Specialist	Level 4	\$ 16.00	\$ 87.50
Help Desk Technician	Level 1	\$ 13.00	\$ 46.50
Help Desk Technician	Level 2	\$ 15.00	\$ 55.00
Help Desk Technician	Level 3	\$ 16.00	\$ 69.50
Help Desk Technician	Level 4	\$ 17.00	\$ 81.00
IBM Specialty Software Architect	Level 1	\$ 21.50	\$ 83.50
IBM Specialty Software Architect	Level 2	\$ 25.50	\$ 99.50
IBM Specialty Software Architect	Level 3	\$ 30.00	\$ 110.00
IBM Specialty Software Architect	Level 4	\$ 36.00	\$ 132.50
IBM Specialty Technical Specialist	Level 1	\$ 15.00	\$ 74.00
IBM Specialty Technical Specialist	Level 2	\$ 19.50	\$ 88.50
IBM Specialty Technical Specialist	Level 3	\$ 24.50	\$ 95.00
IBM Specialty Technical Specialist	Level 4	\$ 29.00	\$ 106.00
Independent Verification &Validation	Level 1	\$ 15.00	\$ 72.00
Independent Verification &Validation	Level 2	\$ 19.50	\$ 81.50
Independent Verification &Validation	Level 3	\$ 24.50	\$ 93.00
Independent Verification &Validation	Level 4	\$ 29.00	\$ 106.00
Information Security Analyst	Level 1	\$ 21.50	\$ 71.50
Information Security Analyst	Level 2	\$ 25.50	\$ 82.00
Information Security Analyst	Level 3	\$ 31.00	\$ 97.00
Information Security Analyst	Level 4	\$ 36.00	\$ 113.00
Information Security Manager	Level 1	\$ 23.50	\$ 85.00
Information Security Manager	Level 2	\$ 26.50	\$ 94.50
Information Security Manager	Level 3	\$ 34.00	\$ 104.00
Information Security Manager	Level 4	\$ 37.00	\$ 116.50
Information Security Project Manager	Level 1	\$ 26.50	\$ 85.00
Information Security Project Manager	Level 2	\$ 32.00	\$ 99.50
Information Security Project Manager	Level 3	\$ 37.00	\$ 114.50
Information Security Project Manager	Level 4	\$ 42.50	\$ 127.00
Information Systems Auditor	Level 1	\$ 21.50	\$ 78.50
Information Systems Auditor	Level 2	\$ 25.50	\$ 89.00
Information Systems Auditor	Level 3	\$ 30.00	\$ 99.50
Information Systems Auditor	Level 4	\$ 34.00	\$ 115.50
Information Systems Security Compliance Manager	Level 1	\$ 30.00	\$ 81.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 36.00	\$ 95.50
Information Systems Security Compliance Manager	Level 3	\$ 42.50	\$ 106.00
Information Systems Security Compliance Manager	Level 4	\$ 48.00	\$ 125.00
LAN Administration Manager	Level 1	\$ 30.00	\$ 74.00
LAN Administration Manager	Level 2	\$ 36.00	\$ 86.50
LAN Administration Manager	Level 3	\$ 42.50	\$ 95.50
LAN Administration Manager	Level 4	\$ 48.00	\$ 113.00
LAN Administrator	Level 1	\$ 26.50	\$ 65.00
LAN Administrator	Level 2	\$ 30.00	\$ 76.00
LAN Administrator	Level 3	\$ 36.00	\$ 91.50
LAN Administrator	Level 4	\$ 42.50	\$ 102.00
LAN Support Technician	Level 1	\$ 13.00	\$ 53.00
LAN Support Technician	Level 2	\$ 16.00	\$ 65.00
LAN Support Technician	Level 3	\$ 19.50	\$ 76.50
LAN Support Technician	Level 4	\$ 21.50	\$ 89.00
Linux System Administrator	Level 1	\$ 26.50	\$ 68.00
Linux System Administrator	Level 2	\$ 30.00	\$ 77.00
Linux System Administrator	Level 3	\$ 36.00	\$ 95.50
Linux System Administrator	Level 4	\$ 42.50	\$ 108.50
Microsoft Specialty Principal Consultant	Level 1	\$ 16.00	\$ 85.00
Microsoft Specialty Principal Consultant	Level 2	\$ 25.50	\$ 103.50
Microsoft Specialty Principal Consultant	Level 3	\$ 34.00	\$ 129.50
Microsoft Specialty Principal Consultant	Level 4	\$ 40.50	\$ 152.50
Microsoft Specialty Technician	Level 1	\$ 16.00	\$ 62.50
Microsoft Specialty Technician	Level 2	\$ 22.50	\$ 71.50
Microsoft Specialty Technician	Level 3	\$ 24.50	\$ 85.00
Microsoft Specialty Technician	Level 4	\$ 26.50	\$ 97.00
Mobile Specialist	Level 1	\$ 16.00	\$ 71.00
Mobile Specialist	Level 2	\$ 22.50	\$ 78.50
Mobile Specialist	Level 3	\$ 24.50	\$ 98.00
Mobile Specialist	Level 4	\$ 26.50	\$ 119.00
Network Engineer	Level 1	\$ 16.00	\$ 66.50
Network Engineer	Level 2	\$ 22.50	\$ 77.00
Network Engineer	Level 3	\$ 24.50	\$ 95.50
Network Engineer	Level 4	\$ 26.50	\$ 108.50
Oracle Policy Automation Functional Consultant	Level 1	\$ 27.50	\$ 89.00
Oracle Policy Automation Functional Consultant	Level 2	\$ 34.00	\$ 103.50
Oracle Policy Automation Functional Consultant	Level 3	\$ 40.50	\$ 116.50
Oracle Policy Automation Functional Consultant	Level 4	\$ 48.00	\$ 135.00
Oracle UPK Technical Administrator	Level 1	\$ 27.50	\$ 88.50
Oracle UPK Technical Administrator	Level 2	\$ 34.00	\$ 99.00
Oracle UPK Technical Administrator	Level 3	\$ 40.50	\$ 110.00
Oracle UPK Technical Administrator	Level 4	\$ 48.00	\$ 126.00
Oracle/PeopleSoft Administrator	Level 1	\$ 30.00	\$ 81.00
Oracle/PeopleSoft Administrator	Level 2	\$ 34.00	\$ 92.50
Oracle/PeopleSoft Administrator	Level 3	\$ 40.50	\$ 108.50
Oracle/PeopleSoft Administrator	Level 4	\$ 48.00	\$ 124.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 25.50	\$ 77.00
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 31.00	\$ 90.00
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 36.00	\$ 106.00
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 41.50	\$ 126.00
ORACLE/PEOPLESOFT DBA	Level 1	\$ 32.00	\$ 86.00
ORACLE/PEOPLESOFT DBA	Level 2	\$ 38.50	\$ 97.50
ORACLE/PEOPLESOFT DBA	Level 3	\$ 43.50	\$ 110.00
ORACLE/PEOPLESOFT DBA	Level 4	\$ 49.00	\$ 127.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 32.00	\$ 80.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 38.50	\$ 91.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 43.50	\$ 106.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 49.00	\$ 126.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 32.00	\$ 94.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 38.50	\$ 106.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 43.50	\$ 118.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 49.00	\$ 135.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 32.00	\$ 82.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 38.50	\$ 98.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 43.50	\$ 110.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 49.00	\$ 127.00
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 32.00	\$ 74.00
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 38.50	\$ 86.50
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 43.50	\$ 95.50
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 49.00	\$ 119.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 32.00	\$ 86.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 38.50	\$ 97.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 43.50	\$ 109.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 49.00	\$ 126.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 32.00	\$ 88.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 38.50	\$ 103.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 43.50	\$ 114.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 49.00	\$ 129.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 32.00	\$ 82.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 38.50	\$ 95.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 43.50	\$ 111.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 49.00	\$ 131.00
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 32.00	\$ 83.00
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 38.50	\$ 96.50
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 43.50	\$ 108.00
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 49.00	\$ 124.50
Oracle/PeopleSoft Project Manager	Level 1	\$ 32.00	\$ 78.50
Oracle/PeopleSoft Project Manager	Level 2	\$ 38.50	\$ 87.50
Oracle/PeopleSoft Project Manager	Level 3	\$ 43.50	\$ 98.00
Oracle/PeopleSoft Project Manager	Level 4	\$ 49.00	\$ 118.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 32.00	\$ 79.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 38.50	\$ 90.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 43.50	\$ 100.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 49.00	\$ 126.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 32.00	\$ 77.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 38.50	\$ 87.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 43.50	\$ 99.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 49.00	\$ 119.00
Oracle/Peoplesoft Technical Architect	Level 1	\$ 32.00	\$ 85.00
Oracle/Peoplesoft Technical Architect	Level 2	\$ 38.50	\$ 100.50
Oracle/Peoplesoft Technical Architect	Level 3	\$ 43.50	\$ 111.00
Oracle/Peoplesoft Technical Architect	Level 4	\$ 49.00	\$ 127.00
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 26.50	\$ 71.50
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 30.00	\$ 85.00
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 36.00	\$ 95.50
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 42.50	\$ 114.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 32.00	\$ 79.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 38.50	\$ 90.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 43.50	\$ 103.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 49.00	\$ 118.00
Product Specialist	Level 1	\$ 26.50	\$ 68.00
Product Specialist	Level 2	\$ 30.00	\$ 78.50
Product Specialist	Level 3	\$ 36.00	\$ 92.50
Product Specialist	Level 4	\$ 42.50	\$ 111.00
Production Control Manager	Level 1	\$ 26.50	\$ 79.50
Production Control Manager	Level 2	\$ 30.00	\$ 90.00
Production Control Manager	Level 3	\$ 36.00	\$ 95.50
Production Control Manager	Level 4	\$ 42.50	\$ 111.00
Programmer	Level 1	\$ 26.50	\$ 61.50
Programmer	Level 2	\$ 30.00	\$ 74.00
Programmer	Level 3	\$ 36.00	\$ 91.50
Programmer	Level 4	\$ 42.50	\$ 100.50
Project Controller	Level 1	\$ 26.50	\$ 71.50
Project Controller	Level 2	\$ 30.00	\$ 82.00
Project Controller	Level 3	\$ 36.00	\$ 97.00
Project Controller	Level 4	\$ 42.50	\$ 113.00
Project/Program Manager	Level 1	\$ 26.50	\$ 73.50
Project/Program Manager	Level 2	\$ 30.00	\$ 83.00
Project/Program Manager	Level 3	\$ 36.00	\$ 95.50
Project/Program Manager	Level 4	\$ 42.50	\$ 119.00
Quality Assurance Analyst	Level 1	\$ 25.50	\$ 66.50
Quality Assurance Analyst	Level 2	\$ 30.00	\$ 77.00
Quality Assurance Analyst	Level 3	\$ 37.00	\$ 95.50
Quality Assurance Analyst	Level 4	\$ 42.50	\$ 107.50
Quality Assurance Manager	Level 1	\$ 32.00	\$ 73.00
Quality Assurance Manager	Level 2	\$ 34.00	\$ 85.50
Quality Assurance Manager	Level 3	\$ 40.50	\$ 97.00
Quality Assurance Manager	Level 4	\$ 48.00	\$ 119.00
SAN Administrator	Level 1	\$ 26.50	\$ 77.00
SAN Administrator	Level 2	\$ 30.00	\$ 90.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 36.00	\$ 100.50
SAN Administrator	Level 4	\$ 42.50	\$ 127.00
Senior Quality Assurance Analyst	Level 1	\$ 37.00	\$ 74.50
Senior Quality Assurance Analyst	Level 2	\$ 42.50	\$ 86.00
Senior Quality Assurance Analyst	Level 3	\$ 44.50	\$ 97.00
Senior Quality Assurance Analyst	Level 4	\$ 48.00	\$ 108.50
Software Engineer	Level 1	\$ 26.50	\$ 62.50
Software Engineer	Level 2	\$ 30.00	\$ 74.00
Software Engineer	Level 3	\$ 36.00	\$ 89.00
Software Engineer	Level 4	\$ 42.50	\$ 105.00
Software Process Engineer	Level 1	\$ 26.50	\$ 63.50
Software Process Engineer	Level 2	\$ 30.00	\$ 74.00
Software Process Engineer	Level 3	\$ 36.00	\$ 89.00
Software Process Engineer	Level 4	\$ 42.50	\$ 105.00
Solution Architect	Level 1	\$ 32.00	\$ 83.00
Solution Architect	Level 2	\$ 38.50	\$ 93.00
Solution Architect	Level 3	\$ 43.50	\$ 105.00
Solution Architect	Level 4	\$ 49.00	\$ 125.00
System Administrator	Level 1	\$ 21.50	\$ 69.00
System Administrator	Level 2	\$ 25.50	\$ 81.00
System Administrator	Level 3	\$ 27.50	\$ 95.50
System Administrator	Level 4	\$ 31.00	\$ 108.50
System Engineer	Level 1	\$ 19.50	\$ 68.00
System Engineer	Level 2	\$ 22.50	\$ 74.00
System Engineer	Level 3	\$ 24.50	\$ 87.50
System Engineer	Level 4	\$ 26.50	\$ 101.50
System Specialist	Level 1	\$ 21.50	\$ 69.00
System Specialist	Level 2	\$ 25.50	\$ 79.50
System Specialist	Level 3	\$ 27.50	\$ 93.50
System Specialist	Level 4	\$ 31.00	\$ 119.00
Systems Administrator	Level 1	\$ 21.50	\$ 63.50
Systems Administrator	Level 2	\$ 25.50	\$ 74.00
Systems Administrator	Level 3	\$ 27.50	\$ 90.00
Systems Administrator	Level 4	\$ 31.00	\$ 100.50
Systems Administrator Manager	Level 1	\$ 21.50	\$ 76.00
Systems Administrator Manager	Level 2	\$ 25.50	\$ 86.50
Systems Administrator Manager	Level 3	\$ 27.50	\$ 97.00
Systems Administrator Manager	Level 4	\$ 31.00	\$ 116.50
Team Lead	Level 1	\$ 19.50	\$ 79.50
Team Lead	Level 2	\$ 22.50	\$ 90.00
Team Lead	Level 3	\$ 24.50	\$ 99.50
Team Lead	Level 4	\$ 26.50	\$ 125.00
Technical Architect	Level 1	\$ 30.00	\$ 83.50
Technical Architect	Level 2	\$ 34.00	\$ 94.50
Technical Architect	Level 3	\$ 37.00	\$ 105.00
Technical Architect	Level 4	\$ 41.50	\$ 127.00
Technical Specialist	Level 1	\$ 13.00	\$ 69.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 16.00	\$ 79.50
Technical Specialist	Level 3	\$ 19.50	\$ 94.50
Technical Specialist	Level 4	\$ 22.50	\$ 108.50
Technical Writer	Level 1	\$ 19.50	\$ 54.50
Technical Writer	Level 2	\$ 23.50	\$ 70.50
Technical Writer	Level 3	\$ 26.50	\$ 81.00
Technical Writer	Level 4	\$ 32.00	\$ 98.00
Telecom Engineer	Level 1	\$ 13.00	\$ 63.50
Telecom Engineer	Level 2	\$ 16.00	\$ 73.50
Telecom Engineer	Level 3	\$ 19.50	\$ 85.00
Telecom Engineer	Level 4	\$ 22.50	\$ 99.00
Tester	Level 1	\$ 23.50	\$ 68.00
Tester	Level 2	\$ 26.50	\$ 78.50
Tester	Level 3	\$ 34.00	\$ 87.50
Tester	Level 4	\$ 42.50	\$ 99.50
Testing Manager	Level 1	\$ 32.00	\$ 73.00
Testing Manager	Level 2	\$ 38.50	\$ 85.50
Testing Manager	Level 3	\$ 43.50	\$ 97.00
Testing Manager	Level 4	\$ 48.00	\$ 119.00
Trainers	Level 1	\$ 23.50	\$ 58.50
Trainers	Level 2	\$ 26.50	\$ 65.00
Trainers	Level 3	\$ 34.00	\$ 78.00
Trainers	Level 4	\$ 42.50	\$ 93.00
Training Developers	Level 1	\$ 23.50	\$ 63.50
Training Developers	Level 2	\$ 26.50	\$ 74.00
Training Developers	Level 3	\$ 30.00	\$ 91.50
Training Developers	Level 4	\$ 34.00	\$ 114.00
Unisys Specialty Architectural Specialist	Level 1	\$ 21.50	\$ 74.00
Unisys Specialty Architectural Specialist	Level 2	\$ 25.50	\$ 86.00
Unisys Specialty Architectural Specialist	Level 3	\$ 30.00	\$ 100.50
Unisys Specialty Architectural Specialist	Level 4	\$ 34.00	\$ 118.00
Unisys Specialty Equipment Operator	Level 1	\$ 19.50	\$ 57.50
Unisys Specialty Equipment Operator	Level 2	\$ 25.50	\$ 66.50
Unisys Specialty Equipment Operator	Level 3	\$ 30.00	\$ 77.50
Unisys Specialty Equipment Operator	Level 4	\$ 34.00	\$ 89.00
Unisys Specialty Production Control Operator	Level 1	\$ 21.50	\$ 61.00
Unisys Specialty Production Control Operator	Level 2	\$ 25.50	\$ 69.50
Unisys Specialty Production Control Operator	Level 3	\$ 30.00	\$ 83.50
Unisys Specialty Production Control Operator	Level 4	\$ 34.00	\$ 97.50
Unisys Specialty Service Delivery Specialist	Level 1	\$ 21.50	\$ 69.00
Unisys Specialty Service Delivery Specialist	Level 2	\$ 25.50	\$ 79.50
Unisys Specialty Service Delivery Specialist	Level 3	\$ 30.00	\$ 90.00
Unisys Specialty Service Delivery Specialist	Level 4	\$ 34.00	\$ 100.00
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 22.50	\$ 69.00
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 26.50	\$ 81.00
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 31.00	\$ 93.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 34.00	\$ 111.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 13.00	\$ 58.50
Video Conference Specialist	Level 2	\$ 16.00	\$ 63.50
Video Conference Specialist	Level 3	\$ 19.50	\$ 73.00
Video Conference Specialist	Level 4	\$ 22.50	\$ 85.00
Voice/Data Engineer	Level 1	\$ 13.00	\$ 66.50
Voice/Data Engineer	Level 2	\$ 16.00	\$ 74.50
Voice/Data Engineer	Level 3	\$ 19.50	\$ 88.00
Voice/Data Engineer	Level 4	\$ 22.50	\$ 121.50
Web Content Designer	Level 1	\$ 16.00	\$ 61.00
Web Content Designer	Level 2	\$ 19.50	\$ 76.00
Web Content Designer	Level 3	\$ 22.50	\$ 93.50
Web Content Designer	Level 4	\$ 26.50	\$ 113.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 26.50	\$ 69.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 32.00	\$ 82.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 34.00	\$ 94.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 37.00	\$ 111.00

NORTHWEST ARCTIC: Alaska - Idaho - Oregon - Washington

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: 60%

VMS Fee for Spend = \$0 to \$2.5	\$0.85
VMS Fee for Spend = \$2.6 to \$5.0	\$0.85
VMS Fee for Spend = \$5.1 to \$7.5	\$0.85
VMS Fee for Spend = \$7.6 to \$10.0	\$0.85
VMS Fee for Spend = \$10.1 to \$12.5	\$0.75
VMS Fee for Spend = \$12.6 to \$15.0	\$0.75
VMS Fee for Spend = \$15.1 and over	\$0.55

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on
cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

		Regional Rate Range	
Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Minimum	Maximum
		Hourly Rate	Hourly Rate
Application Developer		\$ 23.50	\$ 62.50
Application Developer	Level 2	\$ 28.50	\$ 73.50
Application Developer	Level 3	\$ 35.50	\$ 89.00
Application Developer	Level 4	\$ 41.50	\$ 103.00
Application Systems Analysis/Programming Manager	Level 1	\$ 23.50	\$ 64.50
Application Systems Analysis/Programming Manager	Level 2	\$ 28.50	\$ 74.50
Application Systems Analysis/Programming Manager	Level 3	\$ 35.50	\$ 89.50
Application Systems Analysis/Programming Manager	Level 4	\$ 41.50	\$ 107.00
Application Systems Analyst/Programmer	Level 1	\$ 23.50	\$ 59.00
Application Systems Analyst/Programmer	Level 2	\$ 28.50	\$ 70.50
Application Systems Analyst/Programmer	Level 3	\$ 35.50	\$ 83.00
Application Systems Analyst/Programmer	Level 4	\$ 41.50	\$ 95.50
Architect	Level 1	\$ 30.50	\$ 79.00
Architect	Level 2	\$ 38.50	\$ 89.50
Architect	Level 3	\$ 46.50	\$ 103.00
Architect	Level 4	\$ 54.50	\$ 114.50
Business Analyst	Level 1	\$ 22.50	\$ 59.00
Business Analyst	Level 2	\$ 28.50	\$ 70.50
Business Analyst	Level 3	\$ 35.50	\$ 83.00
Business Analyst	Level 4	\$ 43.50	\$ 91.50
Business Subject Matter Expert	Level 1	\$ 20.50	\$ 66.00
Business Subject Matter Expert	Level 2	\$ 28.50	\$ 80.50
Business Subject Matter Expert	Level 3	\$ 35.50	\$ 90.50
Business Subject Matter Expert	Level 4	\$ 43.50	\$ 102.50
Business Systems Consultant	Level 1	\$ 22.50	\$ 66.00
Business Systems Consultant	Level 2	\$ 28.50	\$ 79.00
Business Systems Consultant	Level 3	\$ 35.50	\$ 90.50
Business Systems Consultant	Level 4	\$ 43.50	\$ 103.50
Business Systems Consultant Manager	Level 1	\$ 22.50	\$ 70.00
Business Systems Consultant Manager	Level 2	\$ 28.50	\$ 88.50
Business Systems Consultant Manager	Level 3	\$ 35.50	\$ 95.00
Business Systems Consultant Manager	Level 4	\$ 43.50	\$ 110.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 18.50	\$ 63.50
CADD/GIS Administrator	Level 2	\$ 22.50	\$ 73.00
CADD/GIS Administrator	Level 3	\$ 27.50	\$ 92.00
CADD/GIS Administrator	Level 4	\$ 30.50	\$ 107.00
Client Technologies Specialist	Level 1	\$ 12.50	\$ 64.50
Client Technologies Specialist	Level 2	\$ 17.50	\$ 75.00
Client Technologies Specialist	Level 3	\$ 19.50	\$ 89.50
Client Technologies Specialist	Level 4	\$ 22.50	\$ 105.50
Communications Analyst	Level 1	\$ 15.50	\$ 59.50
Communications Analyst	Level 2	\$ 20.50	\$ 69.50
Communications Analyst	Level 3	\$ 25.50	\$ 78.00
Communications Analyst	Level 4	\$ 30.50	\$ 86.50
Computer Operations Manager	Level 1	\$ 15.50	\$ 60.50
Computer Operations Manager	Level 2	\$ 18.50	\$ 70.50
Computer Operations Manager	Level 3	\$ 22.50	\$ 88.00
Computer Operations Manager	Level 4	\$ 26.50	\$ 98.00
Computer Operator	Level 1	\$ 12.50	\$ 41.50
Computer Operator	Level 2	\$ 17.50	\$ 51.00
Computer Operator	Level 3	\$ 19.50	\$ 62.00
Computer Operator	Level 4	\$ 22.50	\$ 73.00
Computer Scheduler	Level 1	\$ 12.50	\$ 42.50
Computer Scheduler	Level 2	\$ 17.50	\$ 51.00
Computer Scheduler	Level 3	\$ 19.50	\$ 63.50
Computer Scheduler	Level 4	\$ 22.50	\$ 75.50
Configuration Management Specialist	Level 1	\$ 12.50	\$ 59.00
Configuration Management Specialist	Level 2	\$ 17.50	\$ 70.50
Configuration Management Specialist	Level 3	\$ 19.50	\$ 83.00
Configuration Management Specialist	Level 4	\$ 22.50	\$ 97.00
Data Administrator	Level 1	\$ 18.50	\$ 63.00
Data Administrator	Level 2	\$ 22.50	\$ 73.00
Data Administrator	Level 3	\$ 25.50	\$ 90.50
Data Administrator	Level 4	\$ 28.50	\$ 103.00
Data Architect	Level 1	\$ 22.50	\$ 77.50
Data Architect	Level 2	\$ 25.50	\$ 89.50
Data Architect	Level 3	\$ 28.50	\$ 102.50
Data Architect	Level 4	\$ 32.50	\$ 124.50
Data Entry Operator	Level 1	\$ 12.50	\$ 41.50
Data Entry Operator	Level 2	\$ 14.50	\$ 51.00
Data Entry Operator	Level 3	\$ 16.50	\$ 62.00
Data Entry Operator	Level 4	\$ 18.50	\$ 73.00
Data Processing Operator	Level 1	\$ 12.50	\$ 42.50
Data Processing Operator	Level 2	\$ 14.50	\$ 48.50
Data Processing Operator	Level 3	\$ 16.50	\$ 58.50
Data Processing Operator	Level 4	\$ 18.50	\$ 71.00
Data Warehousing Administrator	Level 1	\$ 22.50	\$ 67.00
Data Warehousing Administrator	Level 2	\$ 25.50	\$ 80.50
Data Warehousing Administrator	Level 3	\$ 28.50	\$ 94.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 32.50	\$ 104.50
Data Warehousing Analyst	Level 1	\$ 22.50	\$ 67.50
Data Warehousing Analyst	Level 2	\$ 25.50	\$ 77.00
Data Warehousing Analyst	Level 3	\$ 28.50	\$ 89.50
Data Warehousing Analyst	Level 4	\$ 32.50	\$ 99.50
Data/Voice Communications Manager	Level 1	\$ 17.50	\$ 66.00
Data/Voice Communications Manager	Level 2	\$ 19.50	\$ 72.00
Data/Voice Communications Manager	Level 3	\$ 24.50	\$ 84.00
Data/Voice Communications Manager	Level 4	\$ 28.50	\$ 99.00
Database Administrator	Level 1	\$ 22.50	\$ 67.00
Database Administrator	Level 2	\$ 25.50	\$ 77.00
Database Administrator	Level 3	\$ 28.50	\$ 90.50
Database Administrator	Level 4	\$ 35.50	\$ 100.50
Database Analyst	Level 1	\$ 30.50	\$ 59.50
Database Analyst	Level 2	\$ 35.50	\$ 72.00
Database Analyst	Level 3	\$ 40.50	\$ 87.00
Database Analyst	Level 4	\$ 45.50	\$ 99.50
Database Architect	Level 1	\$ 30.50	\$ 79.00
Database Architect	Level 2	\$ 35.50	\$ 87.50
Database Architect	Level 3	\$ 40.50	\$ 100.50
Database Architect	Level 4	\$ 45.50	\$ 120.50
Database Manager/Administrator	Level 1	\$ 30.50	\$ 67.00
Database Manager/Administrator	Level 2	\$ 35.50	\$ 80.50
Database Manager/Administrator	Level 3	\$ 40.50	\$ 93.00
Database Manager/Administrator	Level 4	\$ 45.50	\$ 110.50
Disaster Recovery Administrator	Level 1	\$ 30.50	\$ 67.00
Disaster Recovery Administrator	Level 2	\$ 35.50	\$ 77.50
Disaster Recovery Administrator	Level 3	\$ 40.50	\$ 90.50
Disaster Recovery Administrator	Level 4	\$ 45.50	\$ 109.00
Disaster Recovery Analyst	Level 1	\$ 30.50	\$ 62.00
Disaster Recovery Analyst	Level 2	\$ 35.50	\$ 75.50
Disaster Recovery Analyst	Level 3	\$ 40.50	\$ 87.00
Disaster Recovery Analyst	Level 4	\$ 45.50	\$ 93.00
Enterprise Architect	Level 1	\$ 32.50	\$ 80.50
Enterprise Architect	Level 2	\$ 38.50	\$ 95.50
Enterprise Architect	Level 3	\$ 43.50	\$ 109.50
Enterprise Architect	Level 4	\$ 48.50	\$ 129.50
Functional Architect	Level 1	\$ 32.50	\$ 79.50
Functional Architect	Level 2	\$ 38.50	\$ 93.50
Functional Architect	Level 3	\$ 43.50	\$ 108.50
Functional Architect	Level 4	\$ 48.50	\$ 127.00
Graphic Artist	Level 1	\$ 18.50	\$ 55.50
Graphic Artist	Level 2	\$ 24.50	\$ 65.50
Graphic Artist	Level 3	\$ 32.50	\$ 74.50
Graphic Artist	Level 4	\$ 36.50	\$ 88.00
Help Desk Analyst	Level 1	\$ 10.50	\$ 44.50
Help Desk Analyst	Level 2	\$ 14.50	\$ 52.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 18.50	\$ 66.00
Help Desk Analyst	Level 4	\$ 22.50	\$ 80.50
Help Desk Coordinator	Level 1	\$ 10.50	\$ 44.50
Help Desk Coordinator	Level 2	\$ 13.50	\$ 52.50
Help Desk Coordinator	Level 3	\$ 15.50	\$ 66.00
Help Desk Coordinator	Level 4	\$ 18.50	\$ 77.00
Help Desk Manager	Level 1	\$ 14.50	\$ 55.00
Help Desk Manager	Level 2	\$ 18.50	\$ 67.00
Help Desk Manager	Level 3	\$ 23.50	\$ 81.50
Help Desk Manager	Level 4	\$ 27.50	\$ 99.50
Help Desk Service Specialist	Level 1	\$ 10.50	\$ 47.00
Help Desk Service Specialist	Level 2	\$ 12.50	\$ 57.00
Help Desk Service Specialist	Level 3	\$ 14.50	\$ 67.50
Help Desk Service Specialist	Level 4	\$ 15.50	\$ 83.00
Help Desk Technician	Level 1	\$ 12.50	\$ 44.50
Help Desk Technician	Level 2	\$ 14.50	\$ 52.50
Help Desk Technician	Level 3	\$ 15.50	\$ 66.00
Help Desk Technician	Level 4	\$ 16.50	\$ 77.00
IBM Specialty Software Architect	Level 1	\$ 20.50	\$ 79.50
IBM Specialty Software Architect	Level 2	\$ 24.50	\$ 94.50
IBM Specialty Software Architect	Level 3	\$ 28.50	\$ 104.50
IBM Specialty Software Architect	Level 4	\$ 34.50	\$ 125.50
IBM Specialty Technical Specialist	Level 1	\$ 14.50	\$ 70.50
IBM Specialty Technical Specialist	Level 2	\$ 18.50	\$ 84.00
IBM Specialty Technical Specialist	Level 3	\$ 23.50	\$ 90.00
IBM Specialty Technical Specialist	Level 4	\$ 27.50	\$ 100.50
Independent Verification &Validation	Level 1	\$ 14.50	\$ 68.50
Independent Verification &Validation	Level 2	\$ 18.50	\$ 77.50
Independent Verification &Validation	Level 3	\$ 23.50	\$ 88.50
Independent Verification &Validation	Level 4	\$ 27.50	\$ 100.50
Information Security Analyst	Level 1	\$ 20.50	\$ 68.00
Information Security Analyst	Level 2	\$ 24.50	\$ 78.00
Information Security Analyst	Level 3	\$ 29.50	\$ 92.00
Information Security Analyst	Level 4	\$ 34.50	\$ 107.00
Information Security Manager	Level 1	\$ 22.50	\$ 80.50
Information Security Manager	Level 2	\$ 25.50	\$ 89.50
Information Security Manager	Level 3	\$ 32.50	\$ 98.50
Information Security Manager	Level 4	\$ 35.50	\$ 110.50
Information Security Project Manager	Level 1	\$ 25.50	\$ 80.50
Information Security Project Manager	Level 2	\$ 30.50	\$ 94.50
Information Security Project Manager	Level 3	\$ 35.50	\$ 108.50
Information Security Project Manager	Level 4	\$ 40.50	\$ 120.50
Information Systems Auditor	Level 1	\$ 20.50	\$ 74.50
Information Systems Auditor	Level 2	\$ 24.50	\$ 84.50
Information Systems Auditor	Level 3	\$ 28.50	\$ 94.50
Information Systems Auditor	Level 4	\$ 32.50	\$ 109.50
Information Systems Security Compliance Manager	Level 1	\$ 28.50	\$ 77.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 34.50	\$ 90.50
Information Systems Security Compliance Manager	Level 3	\$ 40.50	\$ 100.50
Information Systems Security Compliance Manager	Level 4	\$ 45.50	\$ 118.50
LAN Administration Manager	Level 1	\$ 28.50	\$ 70.50
LAN Administration Manager	Level 2	\$ 34.50	\$ 82.00
LAN Administration Manager	Level 3	\$ 40.50	\$ 90.50
LAN Administration Manager	Level 4	\$ 45.50	\$ 107.00
LAN Administrator	Level 1	\$ 25.50	\$ 62.00
LAN Administrator	Level 2	\$ 28.50	\$ 72.00
LAN Administrator	Level 3	\$ 34.50	\$ 87.00
LAN Administrator	Level 4	\$ 40.50	\$ 97.00
LAN Support Technician	Level 1	\$ 12.50	\$ 50.50
LAN Support Technician	Level 2	\$ 15.50	\$ 62.00
LAN Support Technician	Level 3	\$ 18.50	\$ 72.50
LAN Support Technician	Level 4	\$ 20.50	\$ 84.50
Linux System Administrator	Level 1	\$ 25.50	\$ 64.50
Linux System Administrator	Level 2	\$ 28.50	\$ 73.00
Linux System Administrator	Level 3	\$ 34.50	\$ 90.50
Linux System Administrator	Level 4	\$ 40.50	\$ 103.00
Microsoft Specialty Principal Consultant	Level 1	\$ 15.50	\$ 80.50
Microsoft Specialty Principal Consultant	Level 2	\$ 24.50	\$ 98.00
Microsoft Specialty Principal Consultant	Level 3	\$ 32.50	\$ 123.00
Microsoft Specialty Principal Consultant	Level 4	\$ 38.50	\$ 144.50
Microsoft Specialty Technician	Level 1	\$ 15.50	\$ 59.50
Microsoft Specialty Technician	Level 2	\$ 21.50	\$ 68.00
Microsoft Specialty Technician	Level 3	\$ 23.50	\$ 80.50
Microsoft Specialty Technician	Level 4	\$ 25.50	\$ 92.00
Mobile Specialist	Level 1	\$ 15.50	\$ 67.50
Mobile Specialist	Level 2	\$ 21.50	\$ 74.50
Mobile Specialist	Level 3	\$ 23.50	\$ 93.00
Mobile Specialist	Level 4	\$ 25.50	\$ 113.00
Network Engineer	Level 1	\$ 15.50	\$ 63.00
Network Engineer	Level 2	\$ 21.50	\$ 73.00
Network Engineer	Level 3	\$ 23.50	\$ 90.50
Network Engineer	Level 4	\$ 25.50	\$ 103.00
Oracle Policy Automation Functional Consultant	Level 1	\$ 26.50	\$ 84.50
Oracle Policy Automation Functional Consultant	Level 2	\$ 32.50	\$ 98.00
Oracle Policy Automation Functional Consultant	Level 3	\$ 38.50	\$ 110.50
Oracle Policy Automation Functional Consultant	Level 4	\$ 45.50	\$ 128.00
Oracle UPK Technical Administrator	Level 1	\$ 26.50	\$ 84.00
Oracle UPK Technical Administrator	Level 2	\$ 32.50	\$ 94.00
Oracle UPK Technical Administrator	Level 3	\$ 38.50	\$ 104.50
Oracle UPK Technical Administrator	Level 4	\$ 45.50	\$ 119.50
Oracle/PeopleSoft Administrator	Level 1	\$ 28.50	\$ 77.00
Oracle/PeopleSoft Administrator	Level 2	\$ 32.50	\$ 88.00
Oracle/PeopleSoft Administrator	Level 3	\$ 38.50	\$ 103.00
Oracle/PeopleSoft Administrator	Level 4	\$ 45.50	\$ 118.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 24.50	\$ 73.00
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 29.50	\$ 85.50
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 34.50	\$ 100.50
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 39.50	\$ 119.50
ORACLE/PEOPLESOFT DBA	Level 1	\$ 30.50	\$ 81.50
ORACLE/PEOPLESOFT DBA	Level 2	\$ 36.50	\$ 92.50
ORACLE/PEOPLESOFT DBA	Level 3	\$ 41.50	\$ 104.50
ORACLE/PEOPLESOFT DBA	Level 4	\$ 46.50	\$ 120.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 30.50	\$ 76.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 36.50	\$ 86.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 41.50	\$ 100.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 46.50	\$ 119.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 30.50	\$ 89.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 36.50	\$ 100.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 41.50	\$ 112.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 46.50	\$ 128.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 30.50	\$ 78.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 36.50	\$ 93.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 41.50	\$ 104.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 46.50	\$ 120.50
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 30.50	\$ 70.50
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 36.50	\$ 82.00
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 41.50	\$ 90.50
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 46.50	\$ 113.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 30.50	\$ 82.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 36.50	\$ 92.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 41.50	\$ 103.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 46.50	\$ 119.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 30.50	\$ 83.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 36.50	\$ 98.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 41.50	\$ 108.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 46.50	\$ 122.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 30.50	\$ 78.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 36.50	\$ 90.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 41.50	\$ 105.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 46.50	\$ 124.50
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 30.50	\$ 79.00
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 36.50	\$ 91.50
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 41.50	\$ 102.50
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 46.50	\$ 118.00
Oracle/PeopleSoft Project Manager	Level 1	\$ 30.50	\$ 74.50
Oracle/PeopleSoft Project Manager	Level 2	\$ 36.50	\$ 83.00
Oracle/PeopleSoft Project Manager	Level 3	\$ 41.50	\$ 93.00
Oracle/PeopleSoft Project Manager	Level 4	\$ 46.50	\$ 112.00
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 30.50	\$ 75.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 36.50	\$ 85.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 41.50	\$ 95.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 46.50	\$ 119.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 30.50	\$ 73.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 36.50	\$ 83.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 41.50	\$ 94.00
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 46.50	\$ 113.00
Oracle/Peoplesoft Technical Architect	Level 1	\$ 30.50	\$ 80.50
Oracle/Peoplesoft Technical Architect	Level 2	\$ 36.50	\$ 95.50
Oracle/Peoplesoft Technical Architect	Level 3	\$ 41.50	\$ 105.50
Oracle/Peoplesoft Technical Architect	Level 4	\$ 46.50	\$ 120.50
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 25.50	\$ 68.00
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 28.50	\$ 80.50
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 34.50	\$ 90.50
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 40.50	\$ 108.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 30.50	\$ 75.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 36.50	\$ 85.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 41.50	\$ 98.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 46.50	\$ 112.00
Product Specialist	Level 1	\$ 25.50	\$ 64.50
Product Specialist	Level 2	\$ 28.50	\$ 74.50
Product Specialist	Level 3	\$ 34.50	\$ 88.00
Product Specialist	Level 4	\$ 40.50	\$ 105.50
Production Control Manager	Level 1	\$ 25.50	\$ 75.50
Production Control Manager	Level 2	\$ 28.50	\$ 85.50
Production Control Manager	Level 3	\$ 34.50	\$ 90.50
Production Control Manager	Level 4	\$ 40.50	\$ 105.50
Programmer	Level 1	\$ 25.50	\$ 58.50
Programmer	Level 2	\$ 28.50	\$ 70.50
Programmer	Level 3	\$ 34.50	\$ 87.00
Programmer	Level 4	\$ 40.50	\$ 95.50
Project Controller	Level 1	\$ 25.50	\$ 68.00
Project Controller	Level 2	\$ 28.50	\$ 78.00
Project Controller	Level 3	\$ 34.50	\$ 92.00
Project Controller	Level 4	\$ 40.50	\$ 107.00
Project/Program Manager	Level 1	\$ 25.50	\$ 70.00
Project/Program Manager	Level 2	\$ 28.50	\$ 79.00
Project/Program Manager	Level 3	\$ 34.50	\$ 90.50
Project/Program Manager	Level 4	\$ 40.50	\$ 113.00
Quality Assurance Analyst	Level 1	\$ 24.50	\$ 63.00
Quality Assurance Analyst	Level 2	\$ 28.50	\$ 73.00
Quality Assurance Analyst	Level 3	\$ 35.50	\$ 90.50
Quality Assurance Analyst	Level 4	\$ 40.50	\$ 102.00
Quality Assurance Manager	Level 1	\$ 30.50	\$ 69.50
Quality Assurance Manager	Level 2	\$ 32.50	\$ 81.00
Quality Assurance Manager	Level 3	\$ 38.50	\$ 92.00
Quality Assurance Manager	Level 4	\$ 45.50	\$ 113.00
SAN Administrator	Level 1	\$ 25.50	\$ 73.00
SAN Administrator	Level 2	\$ 28.50	\$ 85.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 34.50	\$ 95.50
SAN Administrator	Level 4	\$ 40.50	\$ 120.50
Senior Quality Assurance Analyst	Level 1	\$ 35.50	\$ 71.00
Senior Quality Assurance Analyst	Level 2	\$ 40.50	\$ 81.50
Senior Quality Assurance Analyst	Level 3	\$ 42.50	\$ 92.00
Senior Quality Assurance Analyst	Level 4	\$ 45.50	\$ 103.00
Software Engineer	Level 1	\$ 25.50	\$ 59.50
Software Engineer	Level 2	\$ 28.50	\$ 70.50
Software Engineer	Level 3	\$ 34.50	\$ 84.50
Software Engineer	Level 4	\$ 40.50	\$ 99.50
Software Process Engineer	Level 1	\$ 25.50	\$ 60.50
Software Process Engineer	Level 2	\$ 28.50	\$ 70.50
Software Process Engineer	Level 3	\$ 34.50	\$ 84.50
Software Process Engineer	Level 4	\$ 40.50	\$ 99.50
Solution Architect	Level 1	\$ 30.50	\$ 79.00
Solution Architect	Level 2	\$ 36.50	\$ 88.50
Solution Architect	Level 3	\$ 41.50	\$ 99.50
Solution Architect	Level 4	\$ 46.50	\$ 118.50
System Administrator	Level 1	\$ 20.50	\$ 65.50
System Administrator	Level 2	\$ 24.50	\$ 77.00
System Administrator	Level 3	\$ 26.50	\$ 90.50
System Administrator	Level 4	\$ 29.50	\$ 103.00
System Engineer	Level 1	\$ 18.50	\$ 64.50
System Engineer	Level 2	\$ 21.50	\$ 70.50
System Engineer	Level 3	\$ 23.50	\$ 83.00
System Engineer	Level 4	\$ 25.50	\$ 96.50
System Specialist	Level 1	\$ 20.50	\$ 65.50
System Specialist	Level 2	\$ 24.50	\$ 75.50
System Specialist	Level 3	\$ 26.50	\$ 89.00
System Specialist	Level 4	\$ 29.50	\$ 113.00
Systems Administrator	Level 1	\$ 20.50	\$ 60.50
Systems Administrator	Level 2	\$ 24.50	\$ 70.50
Systems Administrator	Level 3	\$ 26.50	\$ 85.50
Systems Administrator	Level 4	\$ 29.50	\$ 95.50
Systems Administrator Manager	Level 1	\$ 20.50	\$ 72.00
Systems Administrator Manager	Level 2	\$ 24.50	\$ 82.00
Systems Administrator Manager	Level 3	\$ 26.50	\$ 92.00
Systems Administrator Manager	Level 4	\$ 29.50	\$ 110.50
Team Lead	Level 1	\$ 18.50	\$ 75.50
Team Lead	Level 2	\$ 21.50	\$ 85.50
Team Lead	Level 3	\$ 23.50	\$ 94.50
Team Lead	Level 4	\$ 25.50	\$ 118.50
Technical Architect	Level 1	\$ 28.50	\$ 79.50
Technical Architect	Level 2	\$ 32.50	\$ 89.50
Technical Architect	Level 3	\$ 35.50	\$ 99.50
Technical Architect	Level 4	\$ 39.50	\$ 120.50
Technical Specialist	Level 1	\$ 12.50	\$ 65.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 15.50	\$ 75.50
Technical Specialist	Level 3	\$ 18.50	\$ 89.50
Technical Specialist	Level 4	\$ 21.50	\$ 103.00
Technical Writer	Level 1	\$ 18.50	\$ 52.00
Technical Writer	Level 2	\$ 22.50	\$ 67.00
Technical Writer	Level 3	\$ 25.50	\$ 77.00
Technical Writer	Level 4	\$ 30.50	\$ 93.00
Telecom Engineer	Level 1	\$ 12.50	\$ 60.50
Telecom Engineer	Level 2	\$ 15.50	\$ 70.00
Telecom Engineer	Level 3	\$ 18.50	\$ 80.50
Telecom Engineer	Level 4	\$ 21.50	\$ 94.00
Tester	Level 1	\$ 22.50	\$ 64.50
Tester	Level 2	\$ 25.50	\$ 74.50
Tester	Level 3	\$ 32.50	\$ 83.00
Tester	Level 4	\$ 40.50	\$ 94.50
Testing Manager	Level 1	\$ 30.50	\$ 69.50
Testing Manager	Level 2	\$ 36.50	\$ 81.00
Testing Manager	Level 3	\$ 41.50	\$ 92.00
Testing Manager	Level 4	\$ 45.50	\$ 113.00
Trainers	Level 1	\$ 22.50	\$ 55.50
Trainers	Level 2	\$ 25.50	\$ 62.00
Trainers	Level 3	\$ 32.50	\$ 74.00
Trainers	Level 4	\$ 40.50	\$ 88.50
Training Developers	Level 1	\$ 22.50	\$ 60.50
Training Developers	Level 2	\$ 25.50	\$ 70.50
Training Developers	Level 3	\$ 28.50	\$ 87.00
Training Developers	Level 4	\$ 32.50	\$ 108.00
Unisys Specialty Architectural Specialist	Level 1	\$ 20.50	\$ 70.50
Unisys Specialty Architectural Specialist	Level 2	\$ 24.50	\$ 81.50
Unisys Specialty Architectural Specialist	Level 3	\$ 28.50	\$ 95.50
Unisys Specialty Architectural Specialist	Level 4	\$ 32.50	\$ 112.00
Unisys Specialty Equipment Operator	Level 1	\$ 18.50	\$ 54.50
Unisys Specialty Equipment Operator	Level 2	\$ 24.50	\$ 63.00
Unisys Specialty Equipment Operator	Level 3	\$ 28.50	\$ 73.50
Unisys Specialty Equipment Operator	Level 4	\$ 32.50	\$ 84.50
Unisys Specialty Production Control Operator	Level 1	\$ 20.50	\$ 58.00
Unisys Specialty Production Control Operator	Level 2	\$ 24.50	\$ 66.00
Unisys Specialty Production Control Operator	Level 3	\$ 28.50	\$ 79.50
Unisys Specialty Production Control Operator	Level 4	\$ 32.50	\$ 92.50
Unisys Specialty Service Delivery Specialist	Level 1	\$ 20.50	\$ 65.50
Unisys Specialty Service Delivery Specialist	Level 2	\$ 24.50	\$ 75.50
Unisys Specialty Service Delivery Specialist	Level 3	\$ 28.50	\$ 85.50
Unisys Specialty Service Delivery Specialist	Level 4	\$ 32.50	\$ 95.00
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 21.50	\$ 65.50
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 25.50	\$ 77.00
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 29.50	\$ 89.00
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 32.50	\$ 105.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 12.50	\$ 55.50
Video Conference Specialist	Level 2	\$ 15.50	\$ 60.50
Video Conference Specialist	Level 3	\$ 18.50	\$ 69.50
Video Conference Specialist	Level 4	\$ 21.50	\$ 80.50
Voice/Data Engineer	Level 1	\$ 12.50	\$ 63.00
Voice/Data Engineer	Level 2	\$ 15.50	\$ 71.00
Voice/Data Engineer	Level 3	\$ 18.50	\$ 83.50
Voice/Data Engineer	Level 4	\$ 21.50	\$ 115.50
Web Content Designer	Level 1	\$ 15.50	\$ 58.00
Web Content Designer	Level 2	\$ 18.50	\$ 72.00
Web Content Designer	Level 3	\$ 21.50	\$ 89.00
Web Content Designer	Level 4	\$ 25.50	\$ 107.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 25.50	\$ 65.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 30.50	\$ 78.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 32.50	\$ 89.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 35.50	\$ 105.50

NATIONAL CAPITAL: Washington, DC

CONTRACTOR: Covendis

Portion of business to Micro/Small/Minority/Woman-owned suppliers Contractor commits to: **60%**

VMS Fee for Spend = \$0 to \$2.5	\$1.00
VMS Fee for Spend = \$2.6 to \$5.0	\$1.00
VMS Fee for Spend = \$5.1 to \$7.5	\$1.00
VMS Fee for Spend = \$7.6 to \$10.0	\$1.00
VMS Fee for Spend = \$10.1 to \$12.5	\$0.88
VMS Fee for Spend = \$12.6 to \$15.0	\$0.88
VMS Fee for Spend = \$15.1 and over	\$0.65

Note the fixed VMS per hour fee by spend level.
Tiered fee discount methodology based on
cumulative regional annual totals (in millions).

Rates are inclusive of all charges and fees excluding VMS fee. The State shall not pay any separate costs associated with the implementation, training, or other delivery requirements.

Regional Rate Range

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Application Developer	Level 1	\$ 27.50	\$ 73.50
Application Developer	Level 2	\$ 33.50	\$ 86.50
Application Developer	Level 3	\$ 41.50	\$ 104.50
Application Developer	Level 4	\$ 48.50	\$ 121.00
Application Systems Analysis/Programming Manager	Level 1	\$ 27.50	\$ 75.50
Application Systems Analysis/Programming Manager	Level 2	\$ 33.50	\$ 87.50
Application Systems Analysis/Programming Manager	Level 3	\$ 41.50	\$ 105.00
Application Systems Analysis/Programming Manager	Level 4	\$ 48.50	\$ 126.00
Application Systems Analyst/Programmer	Level 1	\$ 27.50	\$ 69.00
Application Systems Analyst/Programmer	Level 2	\$ 33.50	\$ 83.00
Application Systems Analyst/Programmer	Level 3	\$ 41.50	\$ 97.50
Application Systems Analyst/Programmer	Level 4	\$ 48.50	\$ 112.50
Architect	Level 1	\$ 35.50	\$ 93.00
Architect	Level 2	\$ 45.00	\$ 105.00
Architect	Level 3	\$ 54.50	\$ 121.00
Architect	Level 4	\$ 64.00	\$ 134.50
Business Analyst	Level 1	\$ 26.00	\$ 69.00
Business Analyst	Level 2	\$ 33.50	\$ 83.00
Business Analyst	Level 3	\$ 41.50	\$ 97.50
Business Analyst	Level 4	\$ 51.00	\$ 107.50
Business Subject Matter Expert	Level 1	\$ 24.00	\$ 77.50
Business Subject Matter Expert	Level 2	\$ 33.50	\$ 94.50
Business Subject Matter Expert	Level 3	\$ 41.50	\$ 106.50
Business Subject Matter Expert	Level 4	\$ 51.00	\$ 120.50
Business Systems Consultant	Level 1	\$ 26.00	\$ 77.50
Business Systems Consultant	Level 2	\$ 33.50	\$ 93.00
Business Systems Consultant	Level 3	\$ 41.50	\$ 106.50
Business Systems Consultant	Level 4	\$ 51.00	\$ 121.50
Business Systems Consultant Manager	Level 1	\$ 26.00	\$ 82.00
Business Systems Consultant Manager	Level 2	\$ 33.50	\$ 104.00
Business Systems Consultant Manager	Level 3	\$ 41.50	\$ 111.50
Business Systems Consultant Manager	Level 4	\$ 51.00	\$ 130.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
CADD/GIS Administrator	Level 1	\$ 21.50	\$ 74.50
CADD/GIS Administrator	Level 2	\$ 26.00	\$ 85.50
CADD/GIS Administrator	Level 3	\$ 32.00	\$ 108.00
CADD/GIS Administrator	Level 4	\$ 35.50	\$ 126.00
Client Technologies Specialist	Level 1	\$ 14.50	\$ 75.50
Client Technologies Specialist	Level 2	\$ 20.50	\$ 88.00
Client Technologies Specialist	Level 3	\$ 22.50	\$ 105.00
Client Technologies Specialist	Level 4	\$ 26.00	\$ 124.00
Communications Analyst	Level 1	\$ 18.00	\$ 70.00
Communications Analyst	Level 2	\$ 24.00	\$ 81.50
Communications Analyst	Level 3	\$ 29.50	\$ 91.50
Communications Analyst	Level 4	\$ 35.50	\$ 101.50
Computer Operations Manager	Level 1	\$ 18.00	\$ 71.00
Computer Operations Manager	Level 2	\$ 21.50	\$ 83.00
Computer Operations Manager	Level 3	\$ 26.00	\$ 103.50
Computer Operations Manager	Level 4	\$ 31.00	\$ 115.00
Computer Operator	Level 1	\$ 14.50	\$ 48.50
Computer Operator	Level 2	\$ 20.50	\$ 60.00
Computer Operator	Level 3	\$ 22.50	\$ 73.00
Computer Operator	Level 4	\$ 26.00	\$ 85.50
Computer Scheduler	Level 1	\$ 14.50	\$ 50.00
Computer Scheduler	Level 2	\$ 20.50	\$ 60.00
Computer Scheduler	Level 3	\$ 22.50	\$ 74.50
Computer Scheduler	Level 4	\$ 26.00	\$ 88.50
Configuration Management Specialist	Level 1	\$ 14.50	\$ 69.00
Configuration Management Specialist	Level 2	\$ 20.50	\$ 83.00
Configuration Management Specialist	Level 3	\$ 22.50	\$ 97.50
Configuration Management Specialist	Level 4	\$ 26.00	\$ 114.00
Data Administrator	Level 1	\$ 21.50	\$ 74.00
Data Administrator	Level 2	\$ 26.00	\$ 85.50
Data Administrator	Level 3	\$ 29.50	\$ 106.50
Data Administrator	Level 4	\$ 33.50	\$ 121.00
Data Architect	Level 1	\$ 26.00	\$ 91.00
Data Architect	Level 2	\$ 29.50	\$ 105.00
Data Architect	Level 3	\$ 33.50	\$ 120.50
Data Architect	Level 4	\$ 38.00	\$ 146.50
Data Entry Operator	Level 1	\$ 14.50	\$ 48.50
Data Entry Operator	Level 2	\$ 17.00	\$ 60.00
Data Entry Operator	Level 3	\$ 19.00	\$ 73.00
Data Entry Operator	Level 4	\$ 21.50	\$ 85.50
Data Processing Operator	Level 1	\$ 14.50	\$ 50.00
Data Processing Operator	Level 2	\$ 17.00	\$ 57.00
Data Processing Operator	Level 3	\$ 19.00	\$ 68.50
Data Processing Operator	Level 4	\$ 21.50	\$ 83.50
Data Warehousing Administrator	Level 1	\$ 26.00	\$ 78.50
Data Warehousing Administrator	Level 2	\$ 29.50	\$ 94.50
Data Warehousing Administrator	Level 3	\$ 33.50	\$ 111.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Data Warehousing Administrator	Level 4	\$ 38.00	\$ 123.00
Data Warehousing Analyst	Level 1	\$ 26.00	\$ 79.50
Data Warehousing Analyst	Level 2	\$ 29.50	\$ 90.50
Data Warehousing Analyst	Level 3	\$ 33.50	\$ 105.00
Data Warehousing Analyst	Level 4	\$ 38.00	\$ 117.00
Data/Voice Communications Manager	Level 1	\$ 20.50	\$ 77.50
Data/Voice Communications Manager	Level 2	\$ 22.50	\$ 84.50
Data/Voice Communications Manager	Level 3	\$ 28.50	\$ 98.50
Data/Voice Communications Manager	Level 4	\$ 33.50	\$ 116.50
Database Administrator	Level 1	\$ 26.00	\$ 78.50
Database Administrator	Level 2	\$ 29.50	\$ 90.50
Database Administrator	Level 3	\$ 33.50	\$ 106.50
Database Administrator	Level 4	\$ 41.50	\$ 118.00
Database Analyst	Level 1	\$ 35.50	\$ 70.00
Database Analyst	Level 2	\$ 41.50	\$ 84.50
Database Analyst	Level 3	\$ 47.50	\$ 102.50
Database Analyst	Level 4	\$ 53.50	\$ 117.00
Database Architect	Level 1	\$ 35.50	\$ 93.00
Database Architect	Level 2	\$ 41.50	\$ 103.00
Database Architect	Level 3	\$ 47.50	\$ 118.00
Database Architect	Level 4	\$ 53.50	\$ 142.00
Database Manager/Administrator	Level 1	\$ 35.50	\$ 78.50
Database Manager/Administrator	Level 2	\$ 41.50	\$ 94.50
Database Manager/Administrator	Level 3	\$ 47.50	\$ 109.50
Database Manager/Administrator	Level 4	\$ 53.50	\$ 130.00
Disaster Recovery Administrator	Level 1	\$ 35.50	\$ 78.50
Disaster Recovery Administrator	Level 2	\$ 41.50	\$ 91.00
Disaster Recovery Administrator	Level 3	\$ 47.50	\$ 106.50
Disaster Recovery Administrator	Level 4	\$ 53.50	\$ 128.00
Disaster Recovery Analyst	Level 1	\$ 35.50	\$ 73.00
Disaster Recovery Analyst	Level 2	\$ 41.50	\$ 88.50
Disaster Recovery Analyst	Level 3	\$ 47.50	\$ 102.50
Disaster Recovery Analyst	Level 4	\$ 53.50	\$ 109.50
Enterprise Architect	Level 1	\$ 38.00	\$ 94.50
Enterprise Architect	Level 2	\$ 45.00	\$ 112.50
Enterprise Architect	Level 3	\$ 51.00	\$ 129.00
Enterprise Architect	Level 4	\$ 57.00	\$ 152.50
Functional Architect	Level 1	\$ 38.00	\$ 93.50
Functional Architect	Level 2	\$ 45.00	\$ 110.00
Functional Architect	Level 3	\$ 51.00	\$ 127.50
Functional Architect	Level 4	\$ 57.00	\$ 149.50
Graphic Artist	Level 1	\$ 21.50	\$ 65.00
Graphic Artist	Level 2	\$ 28.50	\$ 77.00
Graphic Artist	Level 3	\$ 38.00	\$ 87.50
Graphic Artist	Level 4	\$ 42.50	\$ 103.50
Help Desk Analyst	Level 1	\$ 12.00	\$ 52.00
Help Desk Analyst	Level 2	\$ 17.00	\$ 61.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Help Desk Analyst	Level 3	\$ 21.50	\$ 77.50
Help Desk Analyst	Level 4	\$ 26.00	\$ 94.50
Help Desk Coordinator	Level 1	\$ 12.00	\$ 52.00
Help Desk Coordinator	Level 2	\$ 15.50	\$ 61.50
Help Desk Coordinator	Level 3	\$ 18.00	\$ 77.50
Help Desk Coordinator	Level 4	\$ 21.50	\$ 90.50
Help Desk Manager	Level 1	\$ 17.00	\$ 64.50
Help Desk Manager	Level 2	\$ 21.50	\$ 78.50
Help Desk Manager	Level 3	\$ 27.50	\$ 96.00
Help Desk Manager	Level 4	\$ 32.00	\$ 117.00
Help Desk Service Specialist	Level 1	\$ 12.00	\$ 55.00
Help Desk Service Specialist	Level 2	\$ 14.50	\$ 67.00
Help Desk Service Specialist	Level 3	\$ 17.00	\$ 79.50
Help Desk Service Specialist	Level 4	\$ 18.00	\$ 97.50
Help Desk Technician	Level 1	\$ 14.50	\$ 52.00
Help Desk Technician	Level 2	\$ 17.00	\$ 61.50
Help Desk Technician	Level 3	\$ 18.00	\$ 77.50
Help Desk Technician	Level 4	\$ 19.00	\$ 90.50
IBM Specialty Software Architect	Level 1	\$ 24.00	\$ 93.50
IBM Specialty Software Architect	Level 2	\$ 28.50	\$ 111.00
IBM Specialty Software Architect	Level 3	\$ 33.50	\$ 123.00
IBM Specialty Software Architect	Level 4	\$ 40.50	\$ 147.50
IBM Specialty Technical Specialist	Level 1	\$ 17.00	\$ 83.00
IBM Specialty Technical Specialist	Level 2	\$ 21.50	\$ 98.50
IBM Specialty Technical Specialist	Level 3	\$ 27.50	\$ 106.00
IBM Specialty Technical Specialist	Level 4	\$ 32.00	\$ 118.00
Independent Verification &Validation	Level 1	\$ 17.00	\$ 80.50
Independent Verification &Validation	Level 2	\$ 21.50	\$ 91.00
Independent Verification &Validation	Level 3	\$ 27.50	\$ 104.00
Independent Verification &Validation	Level 4	\$ 32.00	\$ 118.00
Information Security Analyst	Level 1	\$ 24.00	\$ 80.00
Information Security Analyst	Level 2	\$ 28.50	\$ 91.50
Information Security Analyst	Level 3	\$ 34.50	\$ 108.00
Information Security Analyst	Level 4	\$ 40.50	\$ 126.00
Information Security Manager	Level 1	\$ 26.00	\$ 94.50
Information Security Manager	Level 2	\$ 29.50	\$ 105.00
Information Security Manager	Level 3	\$ 38.00	\$ 116.00
Information Security Manager	Level 4	\$ 41.50	\$ 130.00
Information Security Project Manager	Level 1	\$ 29.50	\$ 94.50
Information Security Project Manager	Level 2	\$ 35.50	\$ 111.00
Information Security Project Manager	Level 3	\$ 41.50	\$ 127.50
Information Security Project Manager	Level 4	\$ 47.50	\$ 142.00
Information Systems Auditor	Level 1	\$ 24.00	\$ 87.50
Information Systems Auditor	Level 2	\$ 28.50	\$ 99.50
Information Systems Auditor	Level 3	\$ 33.50	\$ 111.00
Information Systems Auditor	Level 4	\$ 38.00	\$ 129.00
Information Systems Security Compliance Manager	Level 1	\$ 33.50	\$ 90.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Information Systems Security Compliance Manager	Level 2	\$ 40.50	\$ 106.50
Information Systems Security Compliance Manager	Level 3	\$ 47.50	\$ 118.00
Information Systems Security Compliance Manager	Level 4	\$ 53.50	\$ 139.50
LAN Administration Manager	Level 1	\$ 33.50	\$ 83.00
LAN Administration Manager	Level 2	\$ 40.50	\$ 96.50
LAN Administration Manager	Level 3	\$ 47.50	\$ 106.50
LAN Administration Manager	Level 4	\$ 53.50	\$ 126.00
LAN Administrator	Level 1	\$ 29.50	\$ 73.00
LAN Administrator	Level 2	\$ 33.50	\$ 84.50
LAN Administrator	Level 3	\$ 40.50	\$ 102.50
LAN Administrator	Level 4	\$ 47.50	\$ 114.00
LAN Support Technician	Level 1	\$ 14.50	\$ 59.00
LAN Support Technician	Level 2	\$ 18.00	\$ 73.00
LAN Support Technician	Level 3	\$ 21.50	\$ 85.00
LAN Support Technician	Level 4	\$ 24.00	\$ 99.50
Linux System Administrator	Level 1	\$ 29.50	\$ 75.50
Linux System Administrator	Level 2	\$ 33.50	\$ 85.50
Linux System Administrator	Level 3	\$ 40.50	\$ 106.50
Linux System Administrator	Level 4	\$ 47.50	\$ 121.00
Microsoft Specialty Principal Consultant	Level 1	\$ 18.00	\$ 94.50
Microsoft Specialty Principal Consultant	Level 2	\$ 28.50	\$ 115.00
Microsoft Specialty Principal Consultant	Level 3	\$ 38.00	\$ 144.50
Microsoft Specialty Principal Consultant	Level 4	\$ 45.00	\$ 170.00
Microsoft Specialty Technician	Level 1	\$ 18.00	\$ 70.00
Microsoft Specialty Technician	Level 2	\$ 25.00	\$ 80.00
Microsoft Specialty Technician	Level 3	\$ 27.50	\$ 94.50
Microsoft Specialty Technician	Level 4	\$ 29.50	\$ 108.00
Mobile Specialist	Level 1	\$ 18.00	\$ 79.50
Mobile Specialist	Level 2	\$ 25.00	\$ 87.50
Mobile Specialist	Level 3	\$ 27.50	\$ 109.50
Mobile Specialist	Level 4	\$ 29.50	\$ 133.00
Network Engineer	Level 1	\$ 18.00	\$ 74.00
Network Engineer	Level 2	\$ 25.00	\$ 85.50
Network Engineer	Level 3	\$ 27.50	\$ 106.50
Network Engineer	Level 4	\$ 29.50	\$ 121.00
Oracle Policy Automation Functional Consultant	Level 1	\$ 31.00	\$ 99.50
Oracle Policy Automation Functional Consultant	Level 2	\$ 38.00	\$ 115.00
Oracle Policy Automation Functional Consultant	Level 3	\$ 45.00	\$ 130.00
Oracle Policy Automation Functional Consultant	Level 4	\$ 53.50	\$ 150.50
Oracle UPK Technical Administrator	Level 1	\$ 31.00	\$ 98.50
Oracle UPK Technical Administrator	Level 2	\$ 38.00	\$ 110.50
Oracle UPK Technical Administrator	Level 3	\$ 45.00	\$ 123.00
Oracle UPK Technical Administrator	Level 4	\$ 53.50	\$ 140.50
Oracle/PeopleSoft Administrator	Level 1	\$ 33.50	\$ 90.50
Oracle/PeopleSoft Administrator	Level 2	\$ 38.00	\$ 103.50
Oracle/PeopleSoft Administrator	Level 3	\$ 45.00	\$ 121.00
Oracle/PeopleSoft Administrator	Level 4	\$ 53.50	\$ 139.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/Peoplesoft Customer Experience Consultant	Level 1	\$ 28.50	\$ 85.50
Oracle/Peoplesoft Customer Experience Consultant	Level 2	\$ 34.50	\$ 100.50
Oracle/Peoplesoft Customer Experience Consultant	Level 3	\$ 40.50	\$ 118.00
Oracle/Peoplesoft Customer Experience Consultant	Level 4	\$ 46.00	\$ 140.50
ORACLE/PEOPLESOFT DBA	Level 1	\$ 35.50	\$ 96.00
ORACLE/PEOPLESOFT DBA	Level 2	\$ 42.50	\$ 108.50
ORACLE/PEOPLESOFT DBA	Level 3	\$ 48.50	\$ 123.00
ORACLE/PEOPLESOFT DBA	Level 4	\$ 54.50	\$ 142.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 1	\$ 35.50	\$ 90.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 2	\$ 42.50	\$ 101.50
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 3	\$ 48.50	\$ 118.00
Oracle/PeopleSoft EPM Business Intelligence Analyst	Level 4	\$ 54.50	\$ 140.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 1	\$ 35.50	\$ 105.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 2	\$ 42.50	\$ 118.00
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 3	\$ 48.50	\$ 131.50
Oracle/PeopleSoft EPM Business Intelligence Architect	Level 4	\$ 54.50	\$ 151.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 1	\$ 35.50	\$ 91.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 2	\$ 42.50	\$ 109.50
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 3	\$ 48.50	\$ 123.00
Oracle/PeopleSoft EPM Business Intelligence Developer/Administrator	Level 4	\$ 54.50	\$ 142.00
Oracle/PeopleSoft EPM Technical Analyst	Level 1	\$ 35.50	\$ 83.00
Oracle/PeopleSoft EPM Technical Analyst	Level 2	\$ 42.50	\$ 96.50
Oracle/PeopleSoft EPM Technical Analyst	Level 3	\$ 48.50	\$ 106.50
Oracle/PeopleSoft EPM Technical Analyst	Level 4	\$ 54.50	\$ 133.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 1	\$ 35.50	\$ 96.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 2	\$ 42.50	\$ 108.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 3	\$ 48.50	\$ 121.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Developer	Level 4	\$ 54.50	\$ 140.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 1	\$ 35.50	\$ 98.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 2	\$ 42.50	\$ 115.00
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 3	\$ 48.50	\$ 127.50
Oracle/PeopleSoft Financial (FIN/SCM/ESA) Functional Consultant	Level 4	\$ 54.50	\$ 144.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 1	\$ 35.50	\$ 91.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 2	\$ 42.50	\$ 106.50
Oracle/PeopleSoft HRMS Functional Consultant	Level 3	\$ 48.50	\$ 124.00
Oracle/PeopleSoft HRMS Functional Consultant	Level 4	\$ 54.50	\$ 146.50
Oracle/PeopleSoft Human Resource Developer	Level 1	\$ 35.50	\$ 93.00
Oracle/PeopleSoft Human Resource Developer	Level 2	\$ 42.50	\$ 107.50
Oracle/PeopleSoft Human Resource Developer	Level 3	\$ 48.50	\$ 120.50
Oracle/PeopleSoft Human Resource Developer	Level 4	\$ 54.50	\$ 139.00
Oracle/PeopleSoft Project Manager	Level 1	\$ 35.50	\$ 87.50
Oracle/PeopleSoft Project Manager	Level 2	\$ 42.50	\$ 97.50
Oracle/PeopleSoft Project Manager	Level 3	\$ 48.50	\$ 109.50
Oracle/PeopleSoft Project Manager	Level 4	\$ 54.50	\$ 131.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 1	\$ 35.50	\$ 88.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 2	\$ 42.50	\$ 100.50
Oracle/PeopleSoft Security Analyst/Engineer	Level 3	\$ 48.50	\$ 112.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Oracle/PeopleSoft Security Analyst/Engineer	Level 4	\$ 54.50	\$ 140.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 1	\$ 35.50	\$ 85.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 2	\$ 42.50	\$ 97.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 3	\$ 48.50	\$ 110.50
Oracle/PeopleSoft Systems Analyst/Designer	Level 4	\$ 54.50	\$ 133.00
Oracle/Peoplesoft Technical Architect	Level 1	\$ 35.50	\$ 94.50
Oracle/Peoplesoft Technical Architect	Level 2	\$ 42.50	\$ 112.50
Oracle/Peoplesoft Technical Architect	Level 3	\$ 48.50	\$ 124.00
Oracle/Peoplesoft Technical Architect	Level 4	\$ 54.50	\$ 142.00
Oracle/Peoplesoft Testing Consultant	Level 1	\$ 29.50	\$ 80.00
Oracle/Peoplesoft Testing Consultant	Level 2	\$ 33.50	\$ 94.50
Oracle/Peoplesoft Testing Consultant	Level 3	\$ 40.50	\$ 106.50
Oracle/Peoplesoft Testing Consultant	Level 4	\$ 47.50	\$ 127.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 1	\$ 35.50	\$ 88.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 2	\$ 42.50	\$ 100.50
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 3	\$ 48.50	\$ 115.00
PeopleSoft Functional/Technical Planning & Budgeting Resource	Level 4	\$ 54.50	\$ 131.50
Product Specialist	Level 1	\$ 29.50	\$ 75.50
Product Specialist	Level 2	\$ 33.50	\$ 87.50
Product Specialist	Level 3	\$ 40.50	\$ 103.50
Product Specialist	Level 4	\$ 47.50	\$ 124.00
Production Control Manager	Level 1	\$ 29.50	\$ 88.50
Production Control Manager	Level 2	\$ 33.50	\$ 100.50
Production Control Manager	Level 3	\$ 40.50	\$ 106.50
Production Control Manager	Level 4	\$ 47.50	\$ 124.00
Programmer	Level 1	\$ 29.50	\$ 68.50
Programmer	Level 2	\$ 33.50	\$ 83.00
Programmer	Level 3	\$ 40.50	\$ 102.50
Programmer	Level 4	\$ 47.50	\$ 112.50
Project Controller	Level 1	\$ 29.50	\$ 80.00
Project Controller	Level 2	\$ 33.50	\$ 91.50
Project Controller	Level 3	\$ 40.50	\$ 108.00
Project Controller	Level 4	\$ 47.50	\$ 126.00
Project/Program Manager	Level 1	\$ 29.50	\$ 82.00
Project/Program Manager	Level 2	\$ 33.50	\$ 93.00
Project/Program Manager	Level 3	\$ 40.50	\$ 106.50
Project/Program Manager	Level 4	\$ 47.50	\$ 133.00
Quality Assurance Analyst	Level 1	\$ 28.50	\$ 74.00
Quality Assurance Analyst	Level 2	\$ 33.50	\$ 85.50
Quality Assurance Analyst	Level 3	\$ 41.50	\$ 106.50
Quality Assurance Analyst	Level 4	\$ 47.50	\$ 120.00
Quality Assurance Manager	Level 1	\$ 35.50	\$ 81.50
Quality Assurance Manager	Level 2	\$ 38.00	\$ 95.00
Quality Assurance Manager	Level 3	\$ 45.00	\$ 108.00
Quality Assurance Manager	Level 4	\$ 53.50	\$ 133.00
SAN Administrator	Level 1	\$ 29.50	\$ 85.50
SAN Administrator	Level 2	\$ 33.50	\$ 100.50

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
SAN Administrator	Level 3	\$ 40.50	\$ 112.50
SAN Administrator	Level 4	\$ 47.50	\$ 142.00
Senior Quality Assurance Analyst	Level 1	\$ 41.50	\$ 83.50
Senior Quality Assurance Analyst	Level 2	\$ 47.50	\$ 96.00
Senior Quality Assurance Analyst	Level 3	\$ 50.00	\$ 108.00
Senior Quality Assurance Analyst	Level 4	\$ 53.50	\$ 121.00
Software Engineer	Level 1	\$ 29.50	\$ 70.00
Software Engineer	Level 2	\$ 33.50	\$ 83.00
Software Engineer	Level 3	\$ 40.50	\$ 99.50
Software Engineer	Level 4	\$ 47.50	\$ 117.00
Software Process Engineer	Level 1	\$ 29.50	\$ 71.00
Software Process Engineer	Level 2	\$ 33.50	\$ 83.00
Software Process Engineer	Level 3	\$ 40.50	\$ 99.50
Software Process Engineer	Level 4	\$ 47.50	\$ 117.00
Solution Architect	Level 1	\$ 35.50	\$ 93.00
Solution Architect	Level 2	\$ 42.50	\$ 104.00
Solution Architect	Level 3	\$ 48.50	\$ 117.00
Solution Architect	Level 4	\$ 54.50	\$ 139.50
System Administrator	Level 1	\$ 24.00	\$ 77.00
System Administrator	Level 2	\$ 28.50	\$ 90.50
System Administrator	Level 3	\$ 31.00	\$ 106.50
System Administrator	Level 4	\$ 34.50	\$ 121.00
System Engineer	Level 1	\$ 21.50	\$ 75.50
System Engineer	Level 2	\$ 25.00	\$ 83.00
System Engineer	Level 3	\$ 27.50	\$ 97.50
System Engineer	Level 4	\$ 29.50	\$ 113.50
System Specialist	Level 1	\$ 24.00	\$ 77.00
System Specialist	Level 2	\$ 28.50	\$ 88.50
System Specialist	Level 3	\$ 31.00	\$ 104.50
System Specialist	Level 4	\$ 34.50	\$ 133.00
Systems Administrator	Level 1	\$ 24.00	\$ 71.00
Systems Administrator	Level 2	\$ 28.50	\$ 83.00
Systems Administrator	Level 3	\$ 31.00	\$ 100.50
Systems Administrator	Level 4	\$ 34.50	\$ 112.50
Systems Administrator Manager	Level 1	\$ 24.00	\$ 84.50
Systems Administrator Manager	Level 2	\$ 28.50	\$ 96.50
Systems Administrator Manager	Level 3	\$ 31.00	\$ 108.00
Systems Administrator Manager	Level 4	\$ 34.50	\$ 130.00
Team Lead	Level 1	\$ 21.50	\$ 88.50
Team Lead	Level 2	\$ 25.00	\$ 100.50
Team Lead	Level 3	\$ 27.50	\$ 111.00
Team Lead	Level 4	\$ 29.50	\$ 139.50
Technical Architect	Level 1	\$ 33.50	\$ 93.50
Technical Architect	Level 2	\$ 38.00	\$ 105.00
Technical Architect	Level 3	\$ 41.50	\$ 117.00
Technical Architect	Level 4	\$ 46.00	\$ 142.00
Technical Specialist	Level 1	\$ 14.50	\$ 77.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Technical Specialist	Level 2	\$ 18.00	\$ 88.50
Technical Specialist	Level 3	\$ 21.50	\$ 105.00
Technical Specialist	Level 4	\$ 25.00	\$ 121.00
Technical Writer	Level 1	\$ 21.50	\$ 61.00
Technical Writer	Level 2	\$ 26.00	\$ 78.50
Technical Writer	Level 3	\$ 29.50	\$ 90.50
Technical Writer	Level 4	\$ 35.50	\$ 109.50
Telecom Engineer	Level 1	\$ 14.50	\$ 71.00
Telecom Engineer	Level 2	\$ 18.00	\$ 82.00
Telecom Engineer	Level 3	\$ 21.50	\$ 94.50
Telecom Engineer	Level 4	\$ 25.00	\$ 110.50
Tester	Level 1	\$ 26.00	\$ 75.50
Tester	Level 2	\$ 29.50	\$ 87.50
Tester	Level 3	\$ 38.00	\$ 97.50
Tester	Level 4	\$ 47.50	\$ 111.00
Testing Manager	Level 1	\$ 35.50	\$ 81.50
Testing Manager	Level 2	\$ 42.50	\$ 95.00
Testing Manager	Level 3	\$ 48.50	\$ 108.00
Testing Manager	Level 4	\$ 53.50	\$ 133.00
Trainers	Level 1	\$ 26.00	\$ 65.00
Trainers	Level 2	\$ 29.50	\$ 73.00
Trainers	Level 3	\$ 38.00	\$ 87.00
Trainers	Level 4	\$ 47.50	\$ 104.00
Training Developers	Level 1	\$ 26.00	\$ 71.00
Training Developers	Level 2	\$ 29.50	\$ 83.00
Training Developers	Level 3	\$ 33.50	\$ 102.50
Training Developers	Level 4	\$ 38.00	\$ 127.00
Unisys Specialty Architectural Specialist	Level 1	\$ 24.00	\$ 83.00
Unisys Specialty Architectural Specialist	Level 2	\$ 28.50	\$ 96.00
Unisys Specialty Architectural Specialist	Level 3	\$ 33.50	\$ 112.50
Unisys Specialty Architectural Specialist	Level 4	\$ 38.00	\$ 131.50
Unisys Specialty Equipment Operator	Level 1	\$ 21.50	\$ 64.00
Unisys Specialty Equipment Operator	Level 2	\$ 28.50	\$ 74.00
Unisys Specialty Equipment Operator	Level 3	\$ 33.50	\$ 86.50
Unisys Specialty Equipment Operator	Level 4	\$ 38.00	\$ 99.50
Unisys Specialty Production Control Operator	Level 1	\$ 24.00	\$ 68.00
Unisys Specialty Production Control Operator	Level 2	\$ 28.50	\$ 77.50
Unisys Specialty Production Control Operator	Level 3	\$ 33.50	\$ 93.50
Unisys Specialty Production Control Operator	Level 4	\$ 38.00	\$ 108.50
Unisys Specialty Service Delivery Specialist	Level 1	\$ 24.00	\$ 77.00
Unisys Specialty Service Delivery Specialist	Level 2	\$ 28.50	\$ 88.50
Unisys Specialty Service Delivery Specialist	Level 3	\$ 33.50	\$ 100.50
Unisys Specialty Service Delivery Specialist	Level 4	\$ 38.00	\$ 111.50
UPK TECHNICAL ADMINISTRATOR	Level 1	\$ 25.00	\$ 77.00
UPK TECHNICAL ADMINISTRATOR	Level 2	\$ 29.50	\$ 90.50
UPK TECHNICAL ADMINISTRATOR	Level 3	\$ 34.50	\$ 104.50
UPK TECHNICAL ADMINISTRATOR	Level 4	\$ 38.00	\$ 124.00

Position Title	EXPERIENCE LEVELS: 1: <2 yrs exp. 2: 2-5 yrs exp 3: 6-8 yrs exp 4: >9 yrs exp	Regional Rate Range	
		Minimum Hourly Rate	Maximum Hourly Rate
Video Conference Specialist	Level 1	\$ 14.50	\$ 65.00
Video Conference Specialist	Level 2	\$ 18.00	\$ 71.00
Video Conference Specialist	Level 3	\$ 21.50	\$ 81.50
Video Conference Specialist	Level 4	\$ 25.00	\$ 94.50
Voice/Data Engineer	Level 1	\$ 14.50	\$ 74.00
Voice/Data Engineer	Level 2	\$ 18.00	\$ 83.50
Voice/Data Engineer	Level 3	\$ 21.50	\$ 98.00
Voice/Data Engineer	Level 4	\$ 25.00	\$ 136.00
Web Content Designer	Level 1	\$ 18.00	\$ 68.00
Web Content Designer	Level 2	\$ 21.50	\$ 84.50
Web Content Designer	Level 3	\$ 25.00	\$ 104.50
Web Content Designer	Level 4	\$ 29.50	\$ 126.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 1	\$ 29.50	\$ 77.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 2	\$ 35.50	\$ 91.50
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 3	\$ 38.00	\$ 105.00
WINDOWS 2008/VMWARE ESX SYSTEM ADMINISTRATOR	Level 4	\$ 41.50	\$ 124.00

1. PERFORMANCE REQUIREMENTS

A scorecard will be developed by the Lead State and shared with the Contractor which will include the minimum contractual performance metrics required, as detailed in the following table. Contractor shall maintain scorecards for each individual state with a Participating Addendum, as well as an overall performance scorecard.

The individual state scorecard shall be the basis for the Performance Metrics Tracking Report (PMTR).

The Contractor shall adhere to the following service levels in responding to requests for Services:

Performance Metric	Description	Goal	Performance Target	Calculation	Frequency of Review
Work Request Confirmation Response time	Average response time from receipt of request to confirmation	4 business hours	95% or higher	Number of requisitions which received confirmation within 4 hours / total number of requisitions.	monthly
Resume submittal response time	Average response time from receipt of request to delivery of candidate resumes	3 Business Days	92% or higher	Number of requisitions which received first batch of resumes for review within 72 hours / total number of requisitions.	monthly
Normal Request Fill Rate	Contractor's ability to satisfactorily fulfill requisitions. Indicates how many requisitions are open.	100%	92% or higher	Total number of filled positions at month end / total number of requisitions that have been in place over 2 weeks.	monthly
Normal Round 1 Fill Rate	Measures Contractor's ability to satisfactorily fulfill requisitions within first round of resumes submitted to requestor (normal requisitions).		80% or higher	Total number of filled positions resulting from the first round of resumes / total number of requisitions filled.	monthly
Urgent Request Fill Time	Measures average response time from receipt of URGENT request to delivery of resumes.	24 hours	92% or higher	Number of URGENT requisitions that received first batch of resumes for review within 24 hours / total number of URGENT requisitions.	monthly
Urgent Fill Rate	Measures Contractor's ability to fulfill requisitions: Indicates how many requisitions are open.	24 hours	92% or higher	Total number of URGENT filled positions at month end / total number of requisitions that have been in place over 2 weeks.	monthly
Urgent Round 1 Fill Rate	Measures Contractor's ability to fulfill requisitions within first round of resumes submitted to requestor (URGENT requisitions).		90% or higher	Total number of URGENT filled positions resulting from the first round of resumes / total number of requisitions filled.	monthly
Attrition Rate	Measures resource turnover due to unplanned situations that are not		8% or lower	Number of unplanned turnovers / total number of resources.	monthly

	caused by the State, not including inadequate performance, death, serious illness, etc.				
Performance Removal	Number of candidates dismissed due to inadequate resource performance.		5% or lower	Number of turnovers (due to inadequate performance) / total number of resources.	monthly
Offering Opportunity to the Network	Measure of how many resource resumes, provided to the State after requisition, are from the Contractor's subcontractor network.		30% or higher	Total number of resumes provided to the State from subcontractor resource pools / total number of resumes provided to the State.	monthly
Usage of Network	Measure of how many subcontractor resources are selected by the State.		90% or higher	Number of subcontractor resources selected within period / total number of resources selected within period.	monthly
Customer Service Survey Results	Monthly survey of the satisfaction of the Purchasing Entity with the resource(s) placed at that agency by the Contractor. Survey will highlight positive and negative points about the Contractor's processes and resources in order to identify areas for improvement. The State Contract Manager will review and include overall results as part of the scorecard.				

Contractor shall survey individual Purchasing Entity requestors and designated hiring managers monthly via an electronic customer satisfaction survey. Said survey will measure Purchasing Entity satisfaction with the resources placed by the Contractor and will measure Contractor's processes. The survey will highlight positive and negative points in order to identify areas for improvement. The survey questions will be provided to the Contractor by the Lead State and shall remain set survey questions unless Lead State requests changes. Contractor shall compile results from survey responses and publish survey results to the Lead State. Data shall be available for viewing via Contractor's VMS solution.

The Contractor will be allowed a sixty (60) day grace period during the implementation phase of the Contract to ramp up services without scoring on the performance metrics. After the sixty (60) day grace period, tracking via the Performance Metrics Tracking Report will begin. The first PMTR shall be due by the Contractor to the Lead State one (1) month after the grace period ends.

For the initial 12 month period, Contractor shall submit to the Lead State the PMTR monthly showing performance metrics, performance targets, survey results and back up data used to generate the report. The PMTR shall be by state and include all Purchasing Entities within that state. Following the initial 12 month period, the PMTR will be required on a quarterly basis. This data shall be available for viewing via Contractor's VMS solution.

The Lead State reserves the right to request monthly or quarterly submission of the PMTR showing performance metrics, performance targets, survey results and back up data used to generate the report for individual Participating Entities or Purchasing Entities, rather than by individual state.

Contractor's PTMRs shall be reviewed for the Contractor's ability to meet or exceed the contractual metrics and feedback received through the customer satisfaction survey. This review shall be made by the Lead State or its designee.

CORRECTIVE ACTION PLAN

If any performance failures are identified across the Contract, the following actions will be implemented by the Lead State in accordance with Section 33 of the contract to ensure the level of performance improves

1. A discussion will take place with the Contractor. The Contractor will be given a warning, and a plan will be developed to improve on the problem areas within two (2) months.
2. If after the two months the contractual thresholds are not met, the Contractor will be placed on probation, and given three (3) months to improve their overall service score.
3. If within the three (3) month probationary period the performance thresholds are not met, the Contractor(s) will be required to rebate each Purchasing Entity which had provided revenue to the Contractor three percent (3%) of the immediately preceding month's revenue.

Contractor agrees to identify and calculate, based on item #3 above, all service credits due for performance failures, or failure to meet any service level. All service levels will be computed on the basis detailed in the tables above. Contractor will ensure that all service credits due the state are provided automatically without requiring the state to submit a claim or request, and are clearly identified on the service credit note to which they are posted (including specifically identifying on the credit note the failure to which the service credit applies). Service credits will be issued no later than 60 days after such failure to meet a service level occurs. The SLAs will be reviewed monthly by the state and the Contractor to identify any issues that may need immediate attention. Contractor will begin measuring the service levels immediately after completion of implementation and migration, beginning with the next calendar month.

The Contractor shall meet periodically, not less than annually, at the request of the Lead State and NASPO ValuePoint for Contract discussions. These discussions will focus on current market, contract pros and cons, suggestions for states, Lead State, Participating Entity, or Purchasing Entity use, participation, assistance, marketing, feedback, etc.

2. ESCALATION PROCEDURE

The Contractor and the PE shall adhere to the following escalation procedures:

Priority Level	Description	Response Time	Assignment	Status Reportingime	Resolution Time
1	Minor Cosmetic or Low impact error in a limited process with a workaround available	24 hours	48 hours	Real time	1 week
2	Major Multiple users are impacted. Where an alternative method may be available the method could involve many individuals.	2 hours	4 hours	Real time	24 hours
3	High Performance has degraded or specific functions are not operating correctly. There is not a workaround.	15 minutes of arrival in main queue	30 minutes	Real time	8 hours
4	Critical The system is inoperable or is substantially not working.	5 minutes of arrival in main queue	Immediate until the problem is resolved	Real time	4 hours

3. ESCALATION CONTACTS

Primary Contact Name/Title	Direct Business Phone	Email
Shared Care Team	866.268.3634	CustomerCare@covendis.com
Escalate to 2 nd Contact Name/Title	Direct Business Phone	Email
Rebecca Vivas, Business Solutions Analyst	770.903.9990 x4205	rebeccav@covendis.com
Cell Number	Other:	
478.231.9571		
Escalate to 3 rd Contact Name/Title	Direct Business Phone	Email
Candice Bedolla, Chief Operating Officer	720.774.1213	candice.bedolla@covendis.com
Cell Number	Other:	
720.774.1213		
Escalate to 4 rd Contact Name/Title	Direct Business Phone	Email
Raymond Tsao, Chief Executive Officer	646.580.8158	rtsao@covendis.com
Cell Number	Other:	
404.421.8158		