

EXHIBIT 21.01
Fee Methodology

- 1) Monthly Fees and Adjustments
 - a) Monthly Designated Fees
 - i) The Designated Fees are set forth in Exhibit 21.01A - Designated Fees.
 - ii) The Designated Fees may not be reduced below the Committed Initial Baseline Fees without agreement of the parties as evidenced by a Change Order pursuant to the Change Control Procedures. The Committed Initial Baseline Fees mean the Designated Fees assuming all Designated Services are delivered at the Bronze level of service as set forth in Exhibit 21.01B - Committed Initial Baseline Fees.
 - iii) Monthly Designated Fees will be adjusted as follows:
 - (1) for additional volumes of work that are compensated for by the application of Additional Resource Charges (ARCs) as set forth in Exhibit 21.01C - Pricing for Flexible Services and as approved via a Change Order;
 - (2) semi-annually based on Agency selection of Gold, Silver or Bronze level of flexible services. Gold, Silver and Bronze pricing levels for flexible services are reflected in Exhibit 21.01C - Pricing for Flexible Services;
 - (3) for reduction in volumes of work resulting from the early termination of an ARC by the application of a Reduced Resource Credit (RRC). RRC means the net present value of the remaining payments associated with the fixed (stranded) assets of the ARC to which the RRC relates, discounted at the rate of 5% per annum, to be determined at the time of the termination;
 - (4) for Additional Services as described in an Additional Services Addendum;
 - (5) for Changes as approved via a Change Order.
 - (6) Service levels for hardware and software maintenance contracts on dedicated servers can only be changed on an annual basis.
 - b) Invoicing
 - i) For each calendar month, Vendor will invoice Commonwealth the Monthly Designated Fees as adjusted in Section 1.a. above.
 - ii) CTC Time and Materials Services as set forth on Exhibit 21.03 will be included.
 - iii) Vendor will issue invoices that shall substantially conform to the requirements specified in Exhibit 22.02. Vendor will provide a summary report showing details as reasonably specified by the Commonwealth, together with supporting data and line item detail as well as adjustments for any ARCs or RRCs.
- 2) Termination Charges
 - a) Upon termination of the Agreement for any reason, the Commonwealth will make the payment set forth in Exhibit 28.07.
- 3) General
 - a) All references to payments or credits in this Agreement refer to payments or credits in United States dollars and all payments and credits between the parties pursuant to this Agreement shall be transacted in United States dollars.
 - b) Should facilities other than Willow Oak be required for delivery of Services acquired by ARCs, associated facility costs will be subject to the Change Control Procedures.
 - c) The Commonwealth will continue current hardware and software maintenance agreements for the existing Commonwealth owned assets.

Exhibit 21.01A
Designated Fees

	<i>Change Order #</i>	<i>Effective Date</i>
1		

Exhibit 21.01A
Designated Fees

Designated Fee Schedule:

Designated Fee Schedule: The following chart identifies each Commonwealth Agency's Designated Fees by Contract Year. Fees will be calculated as set forth in Exhibit 21.01. Each Commonwealth Agency's monthly bill will be shown on a newly created second page (page 2) of Exhibit 1:02(30) (Second Contract Year Payment Schedule). This format will be used throughout the term of this contract for each succeeding contract year.

**EXHIBIT 21.01A
Designated Fees**



Exhibit 21.01A Designated Fees
after Contract Extension effective 07/01/08

Agency	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Total
Total	\$112,627,563	\$93,415,717	\$82,729,047	\$77,341,899	\$71,491,433	\$69,114,339	\$68,875,886	\$22,973,317	\$1,355,345,547



EXHIBIT 21.01A
Ninth Contract Year Payment Schedule

Exhibit 21.01A Designated Fees
after Contract Extension effective 07/01/08

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Agency	Sep-07 Month 97	Oct-07 Month 98	Nov-07 Month 99	Dec-07 Month 100	Jan-08 Month 101	Feb-08 Month 102	Mar-08 Month 103	Apr-08 Month 104	May-08 Month 105	Jun-08 Month 106	Jul-08 Month 107	Aug-08 Month 108	Total
Total	\$9,319,786	\$10,090,298	\$9,461,996	\$9,331,882	\$10,068,470	\$9,124,901	\$9,088,010	\$9,088,013	\$9,088,013	\$9,230,160	\$9,368,019	\$9,368,015	\$112,627,563

**Exhibit 21.01B
Committed Initial Baseline Fees**

Summary	Jul-Dec 08	Jan-Dec 09	Jan-Dec 10	Jan-Dec 11	Jan-Dec 12	Jan-Dec 13
Fixed	\$ 56,223,503	\$ 79,912,935	\$ 70,573,583	\$ 64,597,529	\$ 61,052,186	\$ 60,525,990
Tiered	\$ -	\$ 3,720,623	\$ 10,844,376	\$ 9,698,102	\$ 8,216,409	\$ 7,801,823
Committed Initial Baseline Fees	\$ 56,223,503	\$ 83,633,559	\$ 81,417,959	\$ 74,295,631	\$ 69,268,594	\$ 68,327,813

Tiered \$	Jul-Dec 08	Jan-Dec 09	Jan-Dec 10	Jan-Dec 11	Jan-Dec 12	Jan-Dec 13
IBM Mainframe-OS						
Gold	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Silver	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Bronze	N/A	\$ 1,921,345	\$ 5,061,636	\$ 4,440,924	\$ 3,031,653	\$ 2,727,630
Fixed	\$ 13,849,117	\$ 26,499,426	\$ 19,759,190	\$ 19,375,748	\$ 15,611,323	\$ 14,723,569
IBM Mainframe-Lnx						
Gold	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Silver	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Bronze	N/A	\$ 588,302	\$ 1,706,243	\$ 1,699,725	\$ 1,687,765	\$ 1,670,364
Fixed	\$ 4,544,327	\$ 7,725,332	\$ 6,274,888	\$ 6,253,919	\$ 6,215,445	\$ 6,159,466
IBM Midrange						
Gold	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Silver	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Bronze	N/A	\$ 36,874	\$ 106,945	\$ 106,536	\$ 105,787	\$ 104,696
Fixed	\$ 266,621	\$ 450,682	\$ 356,483	\$ 355,121	\$ 352,622	\$ 348,987
Unisys Mainframe						
Gold	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Silver	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Bronze	N/A	\$ 515,685	\$ 1,743,492	\$ 1,515,699	\$ 1,489,472	\$ 1,449,031
Fixed	\$ 30,047,887	\$ 35,838,097	\$ 35,201,740	\$ 30,763,483	\$ 30,970,841	\$ 31,311,534
PSERS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unisys Servers						
Gold-shared	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Gold-dedicated		\$ -	\$ -	\$ -	\$ -	\$ -
Silver-shared	N/A	\$ -	\$ -	\$ -	\$ -	\$ -
Silver-dedicated		\$ -	\$ -	\$ -	\$ -	\$ -
Bronze-shared	N/A	\$ 122,136	\$ 412,932	\$ 358,981	\$ 352,770	\$ 343,192
Bronze-dedicated		\$ 536,282	\$ 1,813,128	\$ 1,576,237	\$ 1,548,963	\$ 1,506,907
Fixed-shared	\$ 1,997,349	\$ 2,440,527	\$ 2,566,988	\$ 2,241,370	\$ 2,253,085	\$ 2,270,123
Fixed-dedicated	\$ 5,518,202	\$ 6,958,872	\$ 6,414,294	\$ 5,607,889	\$ 5,648,870	\$ 5,712,311

For the avoidance of doubt, it is understood and agreed that, notwithstanding the exercise by the Commonwealth of its option to in-source or re-source any or all of the Services under the Agreement, the Fees payable to Vendor for the periods of time specified in the above Summary will not as a result of such in-sourcing or re-sourcing be reduced below the Initial Baseline Fees specified for the applicable period specified in the above Summary. It is further understood and agreed that the foregoing sentence will not limit Commonwealth's right to terminate the Agreement for convenience pursuant to Section 28.01 of the Agreement.

**Exhibit 21.01B
Committed Initial Baseline Fees**

Tiered Resource Units	Jul-Dec 08	Jan-Dec 09	Jan-Dec 10	Jan-Dec 11	Jan-Dec 12	Jan-Dec 13
IBM Mainframe-OS						
Gold-OS Images	N/A	-	-	-	-	-
Silver-OS Images	N/A	-	-	-	-	-
Bronze-OS Images	N/A	10	9	8	6	-
Fixed-MIPS	1,624	1,624	1,519	1,494	1,212	1,150
IBM Mainframe-Lnx						
Gold-OS Images	N/A	-	-	-	-	-
Silver-OS Images	N/A	-	-	-	-	-
Bronze-OS Images	N/A	-84	84	84	84	84
Fixed-MIPS	588	588	588	588	588	588
IBM Midrange						
Gold-OS Images	N/A	-	-	-	-	-
Silver-OS Images	N/A	-	-	-	-	-
Bronze-OS Images	N/A	3	3	3	3	-
Fixed-CPW	2,280	2,280	2,280	2,280	2,280	2,280
Unisys Mainframe						
Gold-OS Images	N/A	-	-	-	-	-
Silver-OS Images	N/A	-	-	-	-	-
Bronze-OS Images	N/A	9	9	9	9	-
Fixed-MIPS	3,423	3,423	3,423	3,423	3,423	3,423
PSERS-MIPS	-	-	-	-	-	-
Unisys Servers						
Gold-shared-OS Images	N/A	-	-	-	-	-
Gold-dedicated-OS Images	N/A	-	-	-	-	-
Silver-shared-OS Images	N/A	-	-	-	-	-
Silver-dedicated-OS Images	N/A	-	-	-	-	-
Bronze-shared-OS Images	N/A	50	50	50	50	50
Bronze-dedicated-OS Images	N/A	190	190	190	190	190
Fixed-shared	50	50	50	50	50	50
Fixed-dedicated	190	190	190	190	190	190

For the avoidance of doubt, it is understood and agreed that, notwithstanding the exercise by the Commonwealth of its option to in-source or re-source any or all of the S of the Agreement, the Fees payable to Vendor for the periods of time specified in the above Summary will not as a result of such in-sourcing or re-sourcing be reduced below the Initial Baseline Fees specified for the applicable period specified in the above Summary. It is further understood and agreed that the foregoing sentence will not limit Com right to terminate the Agreement for convenience pursuant to Section 28.01 of the Agreement.

**Exhibit 21.01B
Committed Initial Baseline Fees**

Tiered Resource Units \$ / Month	Jul-Dec 08	Jan-Dec 09	Jan-Dec 10	Jan-Dec 11	Jan-Dec 12	Jan-Dec 13
IBM Mainframe-OS						
Gold-OS Images	N/A	\$ 53,371	\$ 51,597	\$ 51,400	\$ 51,038	\$ 50,511
Silver-OS Images	N/A	\$ 50,702	\$ 49,017	\$ 48,830	\$ 48,486	\$ 47,988
Bronze-OS Images	N/A	\$ 48,034	\$ 46,437	\$ 46,260	\$ 45,934	\$ 45,466
Fixed-MIPS	\$ 1,421	\$ 1,360	\$ 1,084	\$ 1,081	\$ 1,073	\$ 1,066
IBM Mainframe-Lnx						
Gold-OS Images	N/A	\$ 1,945	\$ 1,881	\$ 1,874	\$ 1,860	\$ 1,848
Silver-OS Images	N/A	\$ 1,848	\$ 1,787	\$ 1,780	\$ 1,767	\$ 1,748
Bronze-OS Images	N/A	\$ 1,751	\$ 1,693	\$ 1,686	\$ 1,674	\$ 1,655
Fixed-MIPS	\$ 1,288	\$ 1,095	\$ 889	\$ 886	\$ 881	\$ 877
IBM Midrange						
Gold-OS Images	N/A	\$ 3,414	\$ 3,301	\$ 3,288	\$ 3,265	\$ 3,233
Silver-OS Images	N/A	\$ 3,244	\$ 3,136	\$ 3,124	\$ 3,102	\$ 3,073
Bronze-OS Images	N/A	\$ 3,073	\$ 2,971	\$ 2,959	\$ 2,939	\$ 2,900
Fixed-CPW	\$ 19	\$ 16	\$ 13	\$ 13	\$ 13	\$ 13
Unisys Mainframe						
Gold-OS Images	N/A	\$ 15,916	\$ 17,937	\$ 15,594	\$ 15,324	\$ 14,900
Silver-OS Images	N/A	\$ 15,120	\$ 17,040	\$ 14,814	\$ 14,558	\$ 14,166
Bronze-OS Images	N/A	\$ 14,325	\$ 16,143	\$ 14,034	\$ 13,791	\$ 13,411
Fixed-MIPS	\$ 1,463	\$ 872	\$ 857	\$ 749	\$ 754	\$ 766
PSERS-MIPS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unisys Servers						
Gold-shared-OS Images	N/A	\$ 679	\$ 765	\$ 665	\$ 653	\$ 633
Gold-dedicated-OS Images	N/A	\$ 784	\$ 884	\$ 768	\$ 755	\$ 733
Silver-shared-OS Images	N/A	\$ 645	\$ 726	\$ 632	\$ 621	\$ 600
Silver-dedicated-OS Images	N/A	\$ 745	\$ 839	\$ 730	\$ 717	\$ 699
Bronze-shared-OS Images	N/A	\$ 611	\$ 688	\$ 598	\$ 588	\$ 577
Bronze-dedicated-OS Images	N/A	\$ 706	\$ 795	\$ 691	\$ 679	\$ 666
Fixed-shared	\$ 6,658	\$ 4,068	\$ 4,278	\$ 3,736	\$ 3,755	\$ 3,788
Fixed-dedicated	\$ 4,841	\$ 3,052	\$ 2,813	\$ 2,460	\$ 2,478	\$ 2,500

For the avoidance of doubt, it is understood and agreed that, notwithstanding the exercise by the Commonwealth of its option to in-source or re-source any or all of the Services under the Agreement, the Fees payable to Vendor for the periods of time specified in the above Summary will not as a result of such in-sourcing or re-sourcing be reduced below the Initial Baseline Fees specified for the applicable period specified in the above Summary. It is further understood and agreed that the foregoing sentence will not limit the Commonwealth's right to terminate the Agreement for convenience pursuant to Section 28.01 of the Agreement.

EXHIBIT 21.01C
Pricing for Flexible Services

Additional Resource Units

A Resource Unit (RU) is defined as a predefined Scope of Work (SOW) that has a fixed price with an associated Fixed Asset. There are standard predefined resource units for OS Images, Distributed Servers, Tape, and Storage. Resource units are typically created for the most common items that are changed or added to the environment on a regular basis.

Resource units are not defined for Facilities, Networking, and Security Services and Fixed Assets resources. Mid-range Servers and Linux Servers. Due to the complexities associated with configuring fixed assets, only OS Image Resource Units for Mainframe, Mid-range Servers and Linux Servers are defined below. Fixed Asset Resource Units for Mainframe, Mid-Range and Linux Servers and all other resources will require a change order each time a change or additional capacity is required.

There are two types of RUs; one for an OS Image and the other for a Fixed Asset. Therefore the Total Resource Units is composed of a RU for an OS Image plus the associated RU for a Fixed Asset, if required. There is a one-to-one relationship to the OS Image and the Fixed Asset for servers with the exception of virtualization. For OS Images for virtual partitions there can be many images associated to the Fixed Asset for the Virtualization.

OS Image resource units can be used under two conditions; one, for any assets that are subject to the Transformation, the Commonwealth may add OS Image resources for the pricing listed in this Exhibit 21.01C after the Transformation is complete; second, for any assets that are outside the scope of Transformation, the Commonwealth may add OS Image resources for the pricing listed in this Exhibit 21.01C as of the Amendment Effective Date. Fixed Assets are purchased upon contract execution.

Each Additional Resource Unit has an associated Fixed Asset which has a defined life and monthly payment. The Fixed Asset has a defined life. In the event that the defined life span of an Additional Resource Unit exceeds the Outsourcing Agreement payment for such Resource Unit, upon expiration of the Agreement, shall be the present value of the remaining payments for such Additional Resource Unit discounted at the rate of 5% per annum.

EXHIBIT 21.01C
Pricing for Flexible Services

Operating System (OS) Image Resource Unit

An Operating System image is defined as a Resource Unit that includes the labor required to manage operating system on a physical hardware platform identified in the Fixed Assets Table below. Prices 1st, 2009 through December 31st, 2009.

Name	Description	Gold \$/mo	Silver \$/mo
IBM Mainframe - OS Image	OS Image service level for IBM Enterprise (Mainframe) Servers	53,371	50,700
Unisys Mainframe - OS Image	OS image service level for Unisys Mainframe Servers	15,916	15,100
Linux Server - OS Image	OS Image service level for Linux Servers on IBM Enterprise Server	1,945	1,840
Wintel Workgroup Server 1 - OS Image	OS Image service for Wintel Workgroup Server 1	886	845
Wintel Workgroup Server 2 - OS Image	OS Image service for Wintel Workgroup Server 2	862	820
Wintel Workgroup Server 3 - OS Image	OS Image service for Wintel Workgroup Server 3	831	790
Wintel Workgroup Server 4 - OS Image	OS Image service for Wintel Workgroup Server 4	784	745

EXHIBIT 21.01C
Pricing for Flexible Services

Fixed Assets Resource Units

A fixed asset resource unit is defined as a unit that contains services to manage the physical asset, hardware acquisition cost, software acquisition cost, and any associated hardware and software maintenance costs.

Servers

Name	Description	Function	Life	Price	Mo
Enterprise Server 1	Unisys 16 way ES7000/one, 128GB RAM, 4 SAN Cards, 6 NIC Cards, 73 GB C: Drive	Database Server	4 years	1	
Enterprise Server 2	Unisys 8 way ES7000/one, 64GB RAM, 4 SAN Cards, 6 NIC Cards, 73GB C: Drive	Database Server	4 years	6	
Enterprise Server 3	IBM 16 way x3950, 128GB RAM, 4 SAN Cards, 6 NIC Cards, 73GB C: Drive	Database Server	4 years	1	
Enterprise Server 4	IBM 8 way x3950, 64GB RAM, 4 SAN Cards, 6 NIC Cards, 73GB C: Drive	Database Server	4 years	6	
Virtualization Frame	IBM 8 way Virtual Server Pod, 128GB RAM, 4 - SAN Cards, 8 - NIC Cards, 73GB C: Drive	VMware Server for serving virtual partitions	4 years	7	

EXHIBIT 21.01C
Pricing for Flexible Services

Name	Description	Function	Life	Pri Mo
Wintel Workgroup Server 1	IBM Model x3850 4 way, 16GB RAM, 2 – SAN Cards, 2 – NIC Interfaces, 73GB C: Drive, 146GB Disk D: Drive	Application server connected to the SAN	4 years	
Wintel Workgroup Server 2	IBM Model 3650 4 way, 4GB RAM, 2 – NIC Interfaces, 73GB C: Drive, 146GB Disk D: Drive	Standalone application server	4 years	
Wintel Workgroup Server 3	IBM Model 3650 2 way, 8GB RAM, 2 – SAN Cards, 2 – NIC Interfaces, 73GB C: Drive, 146GB Disk D: Drive	Application or file server	4 years	
Wintel Workgroup Server 4	IBM Model 3650 2 way, 4GB RAM, 2 – SAN Cards, 2 – NIC Interfaces, 73GB C: Drive, 146GB Disk D: Drive	Application or file server	4 years	
Wintel Virtual Server 1 - Gold	OS image service for Virtual Partition consuming less than 1GB on memory	Virtual Server	4 years	
Wintel Virtual Server 1 - Silver	OS image service for Virtual Partition consuming less than 1GB on memory	Virtual Server	4 years	
Wintel Virtual Server 1 - Bronze	OS image service for Virtual Partition consuming less than 1GB on memory	Virtual Server	4 years	
Wintel Virtual Server 2 - Gold	OS image service for Virtual Partition consuming between 1 - 2GB of memory	Virtual Server	4 years	

EXHIBIT 21.01C
Pricing for Flexible Services

Name	Description	Function	Life	Pri Mo
Wintel Virtual Server 2 - Silver	OS image service for Virtual Partition consuming between 1 - 2GB of memory	Virtual Server	4 years	
Wintel Virtual Server 2 - Bronze	OS image service for Virtual Partition consuming between 1 - 2GB of memory	Virtual Server	4 years	
Wintel Virtual Server 3 - Gold	OS image service for Virtual Partition consuming more than 2GB on memory	Virtual Server	4 years	
Wintel Virtual Server 3 - Silver	OS image service for Virtual Partition consuming more than 2GB on memory	Virtual Server	4 years	
Wintel Virtual Server 3 - Bronze	OS image service for Virtual Partition consuming more than 2GB on memory	Virtual Server	4 years	

EXHIBIT 21.01C
Pricing for Flexible Services

Storage

Name	Description	Function	Life
Enterprise Storage Frame Expansion DS8300	Enterprise Storage Frame expansion with no disks installed DS8300 Frame	Mission critical applications with high I/O requirements	4 y
Enterprise Disk Tier 1	146GB 15,000 RPM - 1 full MegaPack for the DS8300	High I/O database transactions	4 y
Enterprise Disk Tier 2	300 GB 15,000 RPM - 1 full MegaPack for the DS8300	Database transactions, application servers	4 y
Workgroup Disk Tier 1	500 GB 7,200 RPM SATA - 1 full MegaPack for the DS8300	File storage, Virtual OS Images, video	4 y

EXHIBIT 21.01C
Pricing for Flexible Services

Tape

Name	Description	Function	Life
Enterprise Tape Frame 1	StorageTek SL8500 frame with no drives installed	Tape frame to hold multiple tape drives and media slots	7 y
Enterprise Frame Slot Expansion	StorageTek SL8500 Slot Expansion for 500 Cell or 500 Tape Slots	Slot Expansion for the SL8500	7 y
Tape Drive 1	LTO3 tape drive	Tape drive to support LTO3 tape media	4 y
Tape Drive 2	LTO4 tape drive	Tape drive to support LTO4 tape media	4 y
Tape Drive 3	9480x tape drive	Tape drive to support 9480x tape media	4 y

EXHIBIT 21.02
Time and Materials Services Hourly Rates

	Change Order #	Effective Date
1		

Supplemental Charges

The Table below contains a job description and a labor rate per hour for each job description. The rates are subject to change based on accordance with the terms of Section 21.05 of the Agreement. The rates include no travel expenses. The rates apply to resources from bo Agreement.

These hourly rates represent the rates Vendor currently offers in all comparable state government outsourcing engagements. Rates will be ensure hourly rates are the same as or lower than the then current hourly rate charged by Vendor in comparable state government outsourcing

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Computer Programming Service Category						
<i>Application Development and Project/System Implementation</i>						
Senior Project Manager. Able to demonstrate a minimum of 10 years experience in the management of application development projects. Plans, administers, and controls all work activities of multiple project teams or very large projects consisting of computer design professionals producing effective information processing systems encompassing telecommunications, batch, and database management. Is capable of providing related consulting skills at a senior level. Has required experience in every aspect of applications development and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$270.00	\$277.00	\$285.31	\$293.87	\$302.69	\$311.51
Project Manager. Able to demonstrate a minimum of 6 years experience in the management of application development projects. Plans, administers, and controls all work activities of multiple project teams of computer design professionals producing effective information processing systems encompassing telecommunications, batch, and database management. Is capable of providing related consulting skills at a senior level. Has required experience in every aspect of applications development and directs and evaluates others in the completion	\$217.00	\$223.00	\$229.69	\$236.58	\$243.68	\$250.88

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
of any or all of the principal tasks associated with the process.						
Assistant Project Manager. Able to demonstrate a minimum of 4 years experience in the management of application development projects. Will assist a Project Manager or Sr. Project Manager in developing plans and may administer and control all work activities of a project small team consisting of computer design professionals producing effective information processing systems encompassing telecommunications, batch, and database management. Has required experience in every aspect of applications development and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$172.00	\$177.00	\$182.31	\$187.78	\$193.41	\$199.14
Senior Data Base Analyst. Able to demonstrate a minimum of 6 years experience as a senior data base analyst and/or data base administrator on major, complex applications development projects with complex databases. Performs the analysis and design, of complex relational database structures. At the direction of a project manager, is capable of completing all tasks within the data base design and development process.	\$202.00	\$207.00	\$213.21	\$219.61	\$226.19	\$232.94
Data Base Analyst. Able to demonstrate a minimum of 4 years experience as a data base analyst and/or data base administrator on applications development projects with relational or other structured databases. Performs the analysis and design of database structures. At the direction of a project manager or Senior Data Base Analyst, is capable of completing all tasks within the data base design and development process.	\$188.00	\$193.00	\$198.79	\$204.75	\$210.90	\$217.24
Assistant Data Base Analyst. Able to demonstrate a minimum of 2 years experience as a data base analyst and/or data base administrator on applications development projects with relational or other structured databases. Under the direction of a Data Base Analyst, performs the analysis and design of database structures. At the direction of a Data Base Analyst or Senior Data Base Analyst, is capable of completing selected tasks within the data base design and development process.	\$137.00	\$140.00	\$144.20	\$148.53	\$152.98	\$157.54
Senior Analyst/Programmer. Able to demonstrate a minimum of 5 years experience as a senior analyst and/or programmer on major, complex applications development projects. Performs the analysis, design, development and/or programming, and implementation of information processing systems and	\$137.00	\$140.00	\$144.20	\$148.53	\$152.98	\$157.54

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
applications that use current operating systems, programming languages, applications development tools, computer systems, multi-programming technology, database management techniques, and data communications protocol. At the direction of a project manager, is capable of completing all tasks within the applications development process. Can work independently in support of a joint applications development effort with the Commonwealth, or perform any or all steps within a full Field Purchase Order (FPO).						
Analyst/Programmer. Able to demonstrate a minimum of 3 years experience as an analyst and/or programmer on complex applications development projects. Must be able to perform the following activities: planning, design, development, and implementation of systems and/or programs, using database management techniques, data communications protocol, operating systems, multiprogramming technology, programming languages, and applications development tools. At the direction of a project manager and/or senior analyst/programmer, is capable of completing all tasks within the applications development process. Can work independently in support of a joint applications development effort with the agency, or perform any or all steps within a full Field Purchase Order (FPO).	\$132.00	\$136.00	\$140.08	\$144.28	\$148.61	\$152.94
Senior Programmer. Able to demonstrate a minimum of 5 years experience as a lead or principal programmer on complex applications development projects. Must be able to perform the following activities: planning, design, development, and implementation of programs involving relational database management techniques, data communications protocol, operating systems, multiprogramming technology, programming languages, and applications development tools. At the direction of a project manager and/or analyst, is capable of completing all tasks within the applications development process. Can work independently in support of a joint applications development effort with the agency, or perform any or all steps within a full Field Purchase Order (FPO).	\$168.00	\$172.00	\$177.16	\$182.47	\$187.95	\$193.50
Programmer. Able to demonstrate a minimum of 3 years experience as a programmer on complex applications development projects. Must be able to perform the following activities: develop and implement programs involving relational database management techniques, data communications protocol, operating systems, multiprogramming technology, programming languages, and applications development tools. At the direction of a Senior Programmer and/or	\$137.00	\$140.00	\$144.20	\$148.53	\$152.98	\$157.50

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Analyst, is capable of completing all tasks within the applications development process. Can work independently in support of a joint applications development effort with the agency, or perform any or all steps within a full Field Purchase Order (FPO).						
Assistant Programmer. Able to demonstrate a minimum of 1 year experience as a programmer on applications development projects. Must be able to perform the following activities: develop and implement programs using applications development tools and following detailed design documents. At the direction of a Programmer or Senior Programmer and/or Analyst, is capable of completing most tasks within the applications development process.	\$92.00	\$95.00	\$97.85	\$100.79	\$103.81	\$106.83
Technical Writer. Able to demonstrate a minimum of 3 years experience in technical writing, technical editing, and document production. Prepares, structures, writes, and edits documents for technical, systems staff, and production end users. Performs configuration management on document production and performs quality assurance on all types of documents.	\$84.00	\$86.00	\$88.58	\$91.24	\$93.97	\$96.75
Technical Training						
Project Manager. Able to demonstrate a minimum of 10 years experience in technical training, 6 years of which should be in a customer education project manager capacity. Plans, administers, and controls all work activities for preparing and teaching technical courses and assuring the learning of the students within the class. Is capable of providing related consultant activities at an executive and senior level when appropriate. Is technically qualified in the subject matter, has appropriate background and experience to relate with the course audience, knows and applies adult learning theory and techniques, is an excellent presenter and teacher, and is flexible and dynamic.	\$202.00	\$207.00	\$213.21	\$219.61	\$226.19	\$232.95
Senior Instructor. Able to demonstrate a minimum of 6 years experience in technical training, 3 years of which should be in a customer education instructor capacity. Has responsibility for preparing and teaching technical courses and assuring the learning of the students within the class. Is capable of providing related consultant activities when appropriate. Is technically qualified in the subject matter, has appropriate background and experience to relate with the course audience, knows and applies adult learning theory and techniques, is an excellent presenter and teacher, and is flexible and dynamic.	\$172.00	\$177.00	\$182.31	\$187.78	\$193.41	\$199.11

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Instructor. Able to demonstrate a minimum of 3 years experience in technical training, 1 year of which should be in a customer education instructor capacity. Has responsibility for preparing and teaching technical courses and assuring the learning of the students within the class. Is capable of providing related consultant activities when appropriate. Is technically qualified in the subject matter, has appropriate background and experience to relate with the course audience, knows and applies adult learning theory and techniques, is an excellent presenter and teacher, and is flexible and dynamic.	\$137.00	\$140.00	\$144.20	\$148.53	\$152.98	\$157.53
Computer Systems Analysis Support Service Category						
<i>Strategic Planning</i>						
Senior Project Manager. Able to demonstrate a minimum of 8 years experience within strategic planning; 4 years of which should be in a senior project manager capacity. Has responsibility for managing the strategic planning project, assuring the delivery of the completed strategic plan on time, within budget and in accordance with established quality standards. Is capable of providing related consultant skills at an executive and senior level. Has required experience in all aspects of strategic planning and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$344.00	\$352.00	\$362.56	\$373.44	\$384.64	\$396.16
Project Manager. Able to demonstrate a minimum of 5 years experience within strategic planning; 2 years of which should be in a project manager capacity. Has responsibility for managing the strategic planning project, assuring the delivery of the completed strategic plan on time, within budget and in accordance with established quality standards. Is capable of providing related consultant skills at a senior level. Has required experience in most aspects of strategic planning and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.88
Planning Consultant. Able to demonstrate a minimum of 3 years experience within strategic planning; 1 year of which should be in a senior capacity. As a lead planner, is capable of leading and/or completing all tasks within the strategic planning process. Can work independently in support of a joint planning effort with the Commonwealth, or perform any or all steps within a full Field Purchase Order (FPO).	\$235.00	\$241.00	\$248.23	\$255.68	\$263.35	\$271.16
<i>Business Process Reengineering</i>						

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Senior Project Manager. Able to demonstrate a minimum of 6 years experience within business process reengineering; 3 years of which should be in a senior project manager capacity. Has responsibility for managing and delivering a completed business process reengineering (BPR) effort. Must be able to direct and evaluate others in all of the principal tasks of the process.	\$344.00	\$352.00	\$362.56	\$373.44	\$384.64	\$396.16
Project Manager. Able to demonstrate a minimum of 4 years experience within business process reengineering; 2 years of which should be in a project manager capacity. Has responsibility for managing and delivering a completed business process reengineering (BPR) effort. Must be able to direct and evaluate others in any or all of the principal tasks of the process.	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.96
Business Process Reengineering Consultant. Able to demonstrate a minimum of 2 years experience within business process re-engineering; 1 year of which should be in a senior capacity. As a lead consultant, or by direction from a project manager, is capable of completing all tasks within the business process reengineering area. Can work independently in support of a joint reengineering effort with the Commonwealth, or perform any or all steps within a full Field Purchase Order (FPO).	\$233.00	\$239.00	\$246.17	\$253.56	\$261.16	\$268.96
Feasibility Studies						
Senior Project Manager. Able to demonstrate a minimum of 10 years experience within general consulting; 4 years of which should be in a senior project manager capacity. Has responsibility for managing and delivering the completed feasibility study on time and within budget in accordance with quality standards. Is capable of providing related consultant skills at an executive and senior level. Has required experience in every aspect of consulting and directs and evaluates others in the completion of all of the principal tasks associated with the process.	\$344.00	\$352.00	\$362.56	\$373.44	\$384.64	\$396.16
Project Manager. Able to demonstrate a minimum of 6 years experience within general consulting; 2 years of which should be in a project manager capacity. Has responsibility for managing and delivering the completed feasibility study on time and within budget in accordance with quality standards. Is capable of providing related consultant skills at a senior level. Has required experience in every aspect of consulting and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.96

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Feasibility Study Consultant. Able to demonstrate a minimum of 4 years experience within general consulting; 2 years of which in a senior capacity. At the direction of a project manager, is capable of completing all tasks within the feasibility study process. Can work independently in support of a joint consulting effort with the Commonwealth, or perform any or all steps within a full Field Purchase Order (FPO).	\$233.00	\$239.00	\$246.17	\$253.56	\$261.16	\$268.85
<i>Contingency Planning/Business Recovery Services</i>						
Senior Project Manager. Able to demonstrate a minimum of 10 years experience in performing contingency planning/business recovery services for multiple companies within the information process industry; 6 years of which should be in a senior project manager capacity. Has responsibility for managing and delivering the completed contingency plan and/or services on time and within budget in accordance with quality standards. Is capable of providing related consultant skills at an executive and senior level. Has required experience in every aspect of consulting and directs and evaluates others in the completion of all of the principal tasks associated with the process.	\$217.00	\$223.00	\$229.69	\$236.58	\$243.68	\$250.88
Project Manager. Able to demonstrate a minimum of 6 years experience in performing contingency planning/business recovery services for multiple companies within the information process industry; 3 years of which should be in a project manager capacity. Has responsibility for managing and delivering the completed contingency plan and/or services on time and within budget in accordance with quality standards. Is capable of providing related consultant skills at a senior level. Has required experience in every aspect of consulting and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$188.00	\$193.00	\$198.79	\$204.75	\$210.90	\$217.31
Contingency Planning/Business Recovery Services Consultant. Able to demonstrate a minimum of 4 years experience performing contingency planning consulting within the information processing industry; 2 years of which should be in a senior capacity. At the direction of a project manager, consultant is capable of completing all tasks within the contingency planning/business recovery process. Can work independently in support of a joint contingency planning/business recovery consulting effort with the Commonwealth, or perform any or all steps within a full Field Purchase Order (FPO).	\$142.00	\$145.00	\$149.35	\$153.83	\$158.45	\$163.21

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
<i>Systems Integration</i>						
Senior Project Manager. Able to demonstrate a minimum of 10 years experience in systems integration; 6 years of which should be in a senior project manager capacity. Has responsibility for delivering the completed integration project on time, within budget and in accordance with quality standards. Is capable of providing related consultant skills at an executive and senior level. Has required experience in every aspect of systems integration and directs and evaluates others in the completion of all of the principal tasks associated with the process.	\$344.00	\$352.00	\$362.56	\$373.44	\$384.64	\$396.16
Project Manager. Able to demonstrate a minimum of 6 years experience in systems integration; 3 years of which should be in a project manager capacity. Has responsibility for delivering the completed integration project on time, within budget and in accordance with quality standards. Is capable of providing related consultant skills at a senior level. Has required experience in every aspect of systems integration and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$344.00	\$352.00	\$362.56	\$373.44	\$384.64	\$396.16
Assistant Project Manager. Able to demonstrate a minimum of 4 years experience in systems integration; 2 years of which should be in an assistant project manager capacity. Has responsibility for assisting in delivering the completed integration project on time, within budget and in accordance with quality standards. May be the responsible Project Manager for small SI projects. Is capable of providing related consultant skills at a mid-manager level. Has required experience in every aspect of systems integration and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.84
Senior Systems Integrator. Able to demonstrate a minimum of 4 years experience in systems integration; 2 years of which should be in a senior capacity. At the direction of a project manager, is capable of completing all tasks within the integration process. Can work independently in support of a joint integration effort with the Commonwealth, or perform any or all steps within a full Field Purchase Order (FPO).	\$233.00	\$239.00	\$246.17	\$253.56	\$261.16	\$268.96
Systems Integrator. Able to demonstrate a minimum of 2 years experience in systems integration. At the direction of a project manager or a senior systems	\$184.00	\$188.00	\$193.64	\$199.45	\$205.43	\$211.56

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
integrator, is capable of completing all tasks within the integration process. Can work independently in support of a joint integration effort with the Commonwealth, or perform any or all steps within a full Field Purchase Order (FPO).						
Assistant Systems Integrator. Able to demonstrate a minimum of 1 year in operations of computer systems or communication networks. Has responsibility for operations of personal computers, mini-computers, or mainframe computers. May also be responsible for network administration in a client/server environment over LANs and WANs. May participate in evaluation of system and network software requirements. Will work under the direction and guidance of a systems integrator or senior systems integrator.	\$158.00	\$162.00	\$166.86	\$171.87	\$177.02	\$182.17
Senior Network Administrator/Technician. Able to demonstrate a minimum of 8 years in the design, install and administration of local area and wide area networks, 4 years of which should be in a senior technical capacity. Has responsibility for delivering plans and architectural drawings of complex large LANs and WANs including such components as computer hardware, gateways, bridges, modems, monitors and other peripherals and all necessary software. Has responsibility for managing, installing, evaluating and maintaining LANs and WANs according to the plans prepared.	\$184.00	\$188.00	\$193.64	\$199.45	\$205.43	\$211.57
Network Administrator/Technician. Able to demonstrate a minimum of 5 years in the design, install and administration of local area and wide area networks, 2 years of which should be in a lead technical or network administrator capacity. Has responsibility for preparing plans and architectural drawings of LANs and WANs including such components as computer hardware, gateways, bridges, modems, monitors and other peripherals and all necessary software. Has responsibility for managing, installing, evaluating and maintaining LANs and WANs according to the plans prepared.	\$158.00	\$162.00	\$166.86	\$171.87	\$177.02	\$182.17
Assistant Network Administrator/Technician. Able to demonstrate a minimum of 2 years in the design, install and administration of local area networks. Under the guidance of a Network Administrator/Technician or Senior Network Administrator/Technician, will assist in preparing plans and architectural drawings of LANs and WANs. May be responsible for managing, installing, evaluating and maintaining small LANs according to the plans prepared.	\$102.00	\$104.00	\$107.12	\$110.33	\$113.64	\$117.05

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Computer Operations Manager. Able to demonstrate a minimum of 10 years in the management of computer centers, 6 years of which should be in the lead or shift lead operations position of mainframes, minicomputers or complex client-server operations. Has responsibility for managing and scheduling all computer operations, computer area security, data storage, job scheduling and system archiving over a 24 hour operations cycle. Has responsibility for new system upgrades and installations and will coordinate application upgrades with contractors and/or staff. Schedules operations support as required.	\$158.00	\$162.00	\$166.86	\$171.87	\$177.02	\$182.17
Lead Computer Operator. Able to demonstrate a minimum of 6 years in the management of an operations shift of mainframes, minicomputers or complex client-server operations. Within the confines of an assigned shift, has responsibility for all computer operations, computer area security, data storage, job scheduling and system archiving. Has responsibility for receiving previous shift instructions and for documenting all shift activity.	\$102.00	\$104.00	\$107.12	\$110.33	\$113.64	\$117.04
Computer Operator. Able to demonstrate a minimum of 2 years in the operations of computer systems. Has responsibility for overseeing the execution of a single job or set of job schedules. Responsibilities may include backup/restore or archiving of data files. May be assigned to manage an environment of networked PCs.	\$102.00	\$104.00	\$107.12	\$110.33	\$113.64	\$117.04
Technology Consulting						
Project Manager. Able to demonstrate a minimum of 8 years experience in managing the performance of a variety of technology services for system software and/or hardware environments; 4 years of which should be in a project manager capacity. Has responsibility for delivering the completed technology services project on time, within budget and in accordance with quality standards. Is capable of providing related technology consultant skills at a senior level. Has required experience in every aspect of providing technical recommendations and requested implementations of system release level upgrades, system performance monitoring and analysis, and implementation of requested performance tuning requirements.	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.89
Senior Technology Consultant. Able to demonstrate a minimum of 6 years experience in performing a variety of technology services for system software and/or hardware environments. Has responsibility to provide technical	\$233.00	\$239.00	\$246.17	\$253.56	\$261.16	\$269.00

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
recommendations and requested implementations of system release level upgrades, system performance monitoring and analysis, and implementation of requested performance tuning requirements. May provide system capacity analysis services and recommend future technology needs. Can work independently or jointly with development and systems integration teams to ensure optimal user service levels are obtained.						
Technology Consultant. Able to demonstrate a minimum of 3 years experience in performing a variety of technology services for system software and/or hardware environments. At the direction of a project manager or a senior technology consultant, is capable of providing technical recommendations and requested implementations of system release level upgrades, system performance monitoring and analysis, and implementation of requested performance tuning requirements. May provide system capacity analysis services and recommend future technology needs. Can work independently or jointly with development and systems integration teams to ensure optimal user service levels are obtained.	\$184.00	\$188.00	\$193.64	\$199.45	\$205.43	\$211.44
Assistant Technology Consultant. Able to demonstrate a minimum of 1 year experience in performing a variety of technology services for system software and/or hardware environments. At the direction of a technology consultant or a senior technology consultant, is capable of providing technical recommendations and requested implementations of system release level upgrades, system performance monitoring and analysis, and implementation of requested performance tuning requirements.	\$158.00	\$162.00	\$166.86	\$171.87	\$177.02	\$182.33
<i>Application Development and Project/System Implementation</i>						
Senior Project Manager. Able to demonstrate a minimum of 10 years experience in the management of application development projects. Plans, administers, and controls all work activities of multiple project teams or very large projects consisting of computer design professionals producing effective information processing systems encompassing telecommunications, batch, and database management. Is capable of providing related consulting skills at a senior level. Has required experience in every aspect of applications development and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$344.00	\$352.00	\$362.56	\$373.44	\$384.64	\$396.56

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Project Manager. Able to demonstrate a minimum of 6 years experience in the management of application development projects. Plans, administers, and controls all work activities of multiple project teams of computer design professionals producing effective information processing systems encompassing telecommunications, batch, and database management. Is capable of providing related consulting skills at a senior level. Has required experience in every aspect of applications development and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.94
Assistant Project Manager. Able to demonstrate a minimum of 4 years experience in the management of application development projects. Will assist a Project Manager or Sr. Project Manager in developing plans and may administer and control all work activities of a project small team consisting of computer design professionals producing effective information processing systems encompassing telecommunications, batch, and database management. Has required experience in every aspect of applications development and directs and evaluates others in the completion of any or all of the principal tasks associated with the process.	\$233.00	\$239.00	\$246.17	\$253.56	\$261.16	\$268.96
Senior Data Base Analyst. Able to demonstrate a minimum of 6 years experience as a senior data base analyst and/or data base administrator on major, complex applications development projects with complex databases. Performs the analysis and design, of complex relational database structures. At the direction of a project manager, is capable of completing all tasks within the data base design and development process.	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.94
Data Base Analyst. Able to demonstrate a minimum of 4 years experience as a data base analyst and/or data base administrator on applications development projects with relational or other structured databases. Performs the analysis and design of database structures. At the direction of a project manager or Senior Data Base Analyst, is capable of completing all tasks within the data base design and development process.	\$233.00	\$239.00	\$246.17	\$253.56	\$261.16	\$268.96
Assistant Data Base Analyst. Able to demonstrate a minimum of 2 years experience as a data base analyst and/or data base administrator on applications development projects with relational or other structured databases. Under the direction of a Data Base Analyst, performs the analysis and design of database	\$184.00	\$188.00	\$193.64	\$199.45	\$205.43	\$211.58

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
structures. At the direction of a Data Base Analyst or Senior Data Base Analyst, is capable of completing selected tasks within the data base design and development process.						
Senior Analyst/Programmer. Able to demonstrate a minimum of 5 years experience as a senior analyst and/or programmer on major, complex applications development projects. Performs the analysis, design, development and/or programming, and implementation of information processing systems and applications that use current operating systems, programming languages and applications development tools, computer systems, multi-programming technology, database management techniques, and data communications protocol. At the direction of a project manager, is capable of completing all tasks within the applications development process. Can work independently in support of a joint applications development effort with the Commonwealth, or perform any or all steps within a full Field Purchase Order (FPO).	\$184.00	\$188.00	\$193.64	\$199.45	\$205.43	\$211.43
Analyst/Programmer. Able to demonstrate a minimum of 3 years experience as an analyst and/or programmer on complex applications development projects as described herein. Must be able to perform the following activities: planning, design, development, and implementation of systems and/or programs, using database management techniques, data communications protocol, operating systems, multiprogramming technology, programming languages, and applications development tools. At the direction of a project manager and/or senior analyst/programmer, is capable of completing all tasks within the applications development process. Can work independently in support of a joint applications development effort with the agency, or perform any or all steps within a full Field Purchase Order (FPO).	\$158.00	\$162.00	\$166.86	\$171.87	\$177.02	\$182.33
Senior Programmer. Able to demonstrate a minimum of 5 years experience as a lead or principal programmer on complex applications development projects. Must be able to perform the following activities: planning, design, development, and implementation of programs involving relational database management techniques, data communications protocol, operating systems, multiprogramming technology, programming languages, and applications development tools. At the direction of a project manager and/or analyst, is capable of completing all tasks within the applications development process. Can work independently in support	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.90

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
of a joint applications development effort with the agency, or perform any or all steps within a full Field Purchase Order (FPO).						
Programmer. Able to demonstrate a minimum of 3 years experience as a programmer on complex applications development projects. Must be able to perform the following activities: develop and implement programs involving relational database management techniques, data communications protocol, operating systems, multiprogramming technology, programming languages, and applications development tools. At the direction of a Senior Programmer and/or Analyst, is capable of completing all tasks within the applications development process. Can work independently in support of a joint applications development effort with the agency, or perform any or all steps within a full Field Purchase Order (FPO).	\$233.00	\$239.00	\$246.17	\$253.56	\$261.16	\$268.99
Assistant Programmer. Able to demonstrate a minimum of 1 year experience as a programmer on applications development projects. Must be able to perform the following activities: develop and implement programs using applications development tools and following detailed design documents. At the direction of a Programmer or Senior Programmer and/or Analyst, is capable of completing most tasks within the applications development process.	\$158.00	\$162.00	\$166.86	\$171.87	\$177.02	\$182.33
Technical Writer. Able to demonstrate a minimum of 3 years experience in technical writing, technical editing, and document production. Prepares, structures, writes, and edits documents for technical, systems staff, and production end users. Performs configuration management on document production and performs quality assurance on all types of documents.	\$158.00	\$162.00	\$166.86	\$171.87	\$177.02	\$182.33
Technical Training						
Project Manager. Able to demonstrate a minimum of 10 years experience in technical training, 6 years of which should be in a customer education project manager capacity. Plans, administers, and controls all work activities for preparing and teaching technical courses and assuring the learning of the students within the class. Is capable of providing related consultant activities at an executive and senior level when appropriate. Is technically qualified in the subject matter, has appropriate background and experience to relate with the course audience, knows and applies adult learning theory and techniques, is an excellent presenter and teacher, and is flexible and dynamic.	\$202.00	\$207.00	\$213.21	\$219.61	\$226.19	\$232.95

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Senior Instructor. Able to demonstrate a minimum of 6 years experience in technical training, 3 years of which should be in a customer education instructor capacity. Has responsibility for preparing and teaching technical courses and assuring the learning of the students within the class. Is capable of providing related consultant activities when appropriate. Is technically qualified in the subject matter, has appropriate background and experience to relate with the course audience, knows and applies adult learning theory and techniques, is an excellent presenter and teacher, and is flexible and dynamic.	\$172.00	\$177.00	\$182.31	\$187.78	\$193.41	\$199.14
Instructor. Able to demonstrate a minimum of 3 years experience in technical training, 1 year of which should be in a customer education instructor capacity. Has responsibility for preparing and teaching technical courses and assuring the learning of the students within the class. Is capable of providing related consultant activities when appropriate. Is technically qualified in the subject matter, has appropriate background and experience to relate with the course audience, knows and applies adult learning theory and techniques, is an excellent presenter and teacher, and is flexible and dynamic.	\$112.00	\$115.00	\$118.45	\$122.00	\$125.66	\$129.44
Information Services						
Principal Services						
Principal Services provide management and direction of large programs/projects, typically multi year contracts with multiple subcontractors and numerous deliverables. A Principal ensures full life cycle solution management support for such engagements and possesses exceptional line of business or service line expertise which is applied toward client strategy, planning or solution development.						
Principal I. Confers with client executive management to define the client's strategic business goals and advises in the reengineering of business processes to meet those goals.	\$637.00	\$653.00	\$672.59	\$692.77	\$713.55	\$734.94
Principal III/III. Confers with client senior management to understand or develop the client's strategic goals and advise in the creation of an appropriate information technology strategy.	\$631.00	\$647.00	\$666.41	\$686.40	\$706.99	\$728.20
Principal IV. Confers with client senior management to understand the client's strategic goals and participates in the creation of an appropriate information technology strategy or plan.	\$631.00	\$647.00	\$666.41	\$686.40	\$706.99	\$728.20

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Management Services						
Management Services provide coordination and guidance to the client, Principal, and project team in planning, developing, organizing and delivering services and solutions. A Manager oversees the performance of all engagement resources and conducts information research, planning or process redesign activities targeted at providing client competitive advantage or business improvement opportunities. Often described as program or project management services, these services include the program Manager who directs technology enabled business process programs which cross multiple client business functional areas and the project Manager who manages the design, development, training, implementation, and support of multiple applications, systems, and/or technologies related to client business functions.						
Manager I. Directs a very complex project or engagement comprised of many discrete deliverables and sub projects. Complex assignments would normally include multiple application solutions and multiple client sites or departments. Responsible typically for project staff sizes above 60 persons.	\$547.00	\$561.00	\$577.83	\$595.16	\$613.02	\$631.00
Manager II. Directs an entire project or engagement comprised of discrete deliverables and sub projects. Complex assignments would normally include multiple application solutions and multiple client sites or departments. Responsible typically for project staff sizes up to 60 persons.	\$547.00	\$561.00	\$577.83	\$595.16	\$613.02	\$631.00
Manager III. Directs an entire project of engagement comprised of discrete deliverables and sub projects. Responsible typically for project staff sizes up to 35 persons.	\$409.00	\$419.00	\$431.57	\$444.52	\$457.85	\$471.00
Manager IV. Directs medium scale projects, discrete deliverables, sub projects or tasks within a larger engagement. Responsible typically for project staff sizes up to 20 persons.	\$394.00	\$404.00	\$416.12	\$428.60	\$441.46	\$454.00
Manager V. Directs a small, non-complex project, discrete deliverables, or sub projects or tasks within a larger engagement. Responsible typically for project staff sizes up to 10 persons.	\$394.00	\$404.00	\$416.12	\$428.60	\$441.46	\$454.00
Consultant Services						
Consultant I. Advises client management in the development of tactical business solutions that impact the direction of the company.	\$344.00	\$352.00	\$362.56	\$373.44	\$384.64	\$396.00

EXHIBIT 21.02
Time and Materials Services Hourly Rates

Job Title	Hourly Rate Year 9	Hourly Rate Year 10	Hourly Rate Year 11	Hourly Rate Year 12	Hourly Rate Year 13	Hourly Rate Year 14
Consultant II. Works with and may advise client management in the implementation of technical or business solutions that influence a segment of the client's business goals.	\$264.00	\$270.00	\$278.10	\$286.44	\$295.04	\$303.94
Consultant III. Leads in the formulation of design specifications from which information system solutions can be planned, designed, developed and implemented.	\$233.00	\$239.00	\$246.17	\$253.56	\$261.16	\$268.96
Consultant IV. Assists clients with design, development, or implementation of solutions and software.	\$184.00	\$188.00	\$193.64	\$199.45	\$205.43	\$211.58
Consultant V. Writes custom application software from design specifications, performs software conversions, and performs coding, testing, and/or debugging.	\$158.00	\$162.00	\$166.86	\$171.87	\$177.02	\$182.32