

**GENERAL SERVICES ADMINISTRATION**  
Federal Supply Schedule



**We are a Change Agency.**



**Multiple Award Schedule**  
**Federal Supply Group: MAS**

**Contract Number: GS-07F-0086T**  
Contract Period: 11/01/2016-10/31/2021

Price list current as of Modification #PS-A812  
effective March 9, 2020



**Lempugh, Inc.**  
dba LMD Agency

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**Business Size: Small Business**

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through the GSA Advantage! a menu-driven database system. The Internet address for GSA Advantage! is [www.gsaadvantage.gov](http://www.gsaadvantage.gov). For more information on ordering Federal Supply Schedules, visit [www.gsa.gov/schedule-ordering](http://www.gsa.gov/schedule-ordering).

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## COMPANY OVERVIEW

LMD is a change agency. Our work inspires action by positively influencing how people think, what they believe, and how they act. We partner with government and private sector clients to help them meet their goals and advance their missions through evidence-based, behavior-changing communications solutions.

A woman-owned small business (WOSB), LMD provides a full spectrum of integrated marketing services to federal, state, and local government; private sector; and non-profit clients. Our services include market research, strategic planning, business consulting, brand development, advertising, outreach, graphic design, and web design and development. For over 40 years, LMD has consistently delivered the expertise and capabilities of a large firm with responsive, attentive, small-agency service.

## AWARDS

- 14 ADDY Awards
- 16 Summit Creative Awards
- Three gold Worldwide Web Health Awards
- Six National Association of Government Communicators (NAGC) Blue Pencil & Gold Screen Awards
- One Show Interactive Award
- Davey Award for Excellence in Medical Communications
- Web Marketing Association's Standard of Excellence Award
- The Baltimore Washington Corridor Chamber's Small Business of the Year Award

## SELECT CLIENTS



## CUSTOMER INFORMATION

1a. Table of Awarded Special Item Numbers (SINs)	512110 - Video/Film Production 541430 - Graphic Design Services 541511 - Web Based Marketing 541611 - Management and Financial Consulting 541613 - Marketing Consulting Services 541810 - Advertising Services 541810ODC - Other Direct Costs for Marketing & Public Relations Services 541820 - Public Relations Services 541910 - Marketing Research and Analysis OLM - Order-Level Materials
1b. Lowest Unit Price	See labor rates on page 7
1c. Labor Categories and Descriptions	See labor category descriptions on page 10
2. Maximum Order	\$1,000,000.00
3. Minimum Order	\$100.00
4. Geographic Coverage	Domestic: 50 states, Puerto Rico, Washington, DC
5. Point(s) of Production	Laurel, MD (Prince George's County)
6. Discount from List Prices	Prices shown herein are Net (discount deducted)
7. Quantity/Volume Discounts	N/A
8. Prompt Payment Terms	Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.
9a. Government Purchase Card is accepted for purchases at or below the micro-purchase threshold.	
9b. Government Purchase Card is accepted for purchases above the micro-purchase threshold, without any additional discount.	
10. Foreign Items	N/A
11a. Time of Delivery	To be negotiated at the task order level
11b. Expedited Delivery	Contact Lempugh's Representative
11c. Overnight and 2-Day Delivery	Contact Lempugh's Representative
11d. Urgent Requirements	Contact Lempugh's Representative
12. FOB Point	Destination
13a. Ordering Address	Lempugh, Inc. 14409 Greenview Drive, Suite 200 Laurel, MD 20708
13b. Ordering Procedures	For supplies and services, the ordering procedures and information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3.
14. Payment Address	Lempugh, Inc. 14409 Greenview Drive, Suite 200 Laurel, MD 20708
15. Warranty Provision	Standard Commercial Warranty

16. Export Packing Charges	N/A
17. Terms and Conditions of Government Purchase Card Acceptance	Contact contractor
18. Terms and Conditions of Rental, Maintenance, and Repair (if Applicable)	N/A
19. Terms and Conditions of Installation (if Applicable)	N/A
20. Terms and Conditions of Repair Parts indicating Date of Parts Price Lists and Any Discounts from List Prices (If Available)	N/A
21. List of Service and Distribution Points (If Applicable)	N/A
22. List of Participating Dealers (if Applicable)	N/A
23. Preventive Maintenance (if Applicable)	N/A
24a. Special Attributes such as Environmental Attributes (e.g. recycled content, energy efficiency, and/or reduced pollutants)	N/A
24b. Section 508 Compliance FOR EIT	Contact contractor
25. DUNS Number	120832787
26. Notification Regarding Registration in System for Award Management (SAM) Database	Contractor has an Active Registration in the SAM database. Registration valid until 04/27/2021.

## SERVICE CONTRACT LABOR STANDARDS

The Service Contract Labor Standards (SCLS) is applicable to this contract and as it applies to the entire Multiple Award Schedule and all services provided. While no specific labor categories have been identified as being subject to SCLS due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29CRF 5413.300), this contract still maintains the provisions and protections for SCLS eligible labor categories. If and/or when the Contractor adds SCLS labor categories/employees to the contract through the modification process, the Contractor must inform the Contracting Officer and establish a SCLS matrix identifying the GSA labor category titles, the occupational code, SCLS labor category titles and applicable wage determination (WD) number. Failure to do so may result in cancellation of the contract.

# CAPABILITIES

	<ul style="list-style-type: none"> <li>• Qualitative and quantitative research</li> <li>• Ethnographic research</li> <li>• Creative concept and message testing</li> </ul>	<ul style="list-style-type: none"> <li>• Target audience analysis</li> <li>• Competitive analysis</li> <li>• Customer insights</li> <li>• Industry/market intelligence</li> </ul>
	<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Change management</li> <li>• Business transformation</li> <li>• Facilitation</li> <li>• Team building</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement</li> <li>• Go-to-market and sales strategy</li> <li>• Executive/leadership coaching</li> <li>• Public speaking and presentation training</li> </ul>
	<ul style="list-style-type: none"> <li>• Brand development</li> <li>• Positioning strategy</li> <li>• Messaging platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Logos and identity packages</li> <li>• Brand training</li> </ul>
	<ul style="list-style-type: none"> <li>• Creative concept development</li> <li>• Graphic design</li> <li>• Digital and multimedia design</li> <li>• Print collateral and advertising</li> </ul>	<ul style="list-style-type: none"> <li>• Infographics</li> <li>• Photography and videography</li> <li>• Illustration</li> <li>• Animation</li> </ul>
	<ul style="list-style-type: none"> <li>• Content strategy</li> <li>• Copywriting</li> <li>• Editorial calendar development</li> </ul>	<ul style="list-style-type: none"> <li>• Social media content</li> <li>• Storytelling</li> </ul>
	<ul style="list-style-type: none"> <li>• User experience design</li> <li>• Website design and development</li> <li>• UX and usability testing</li> <li>• Web and mobile app design and development</li> </ul>	<ul style="list-style-type: none"> <li>• SEO</li> <li>• Content management system (CMS) implementation</li> <li>• Analytics</li> <li>• Videos</li> </ul>
	<ul style="list-style-type: none"> <li>• Media campaign strategy and planning</li> <li>• Media placement and buying (traditional and digital)</li> </ul>	<ul style="list-style-type: none"> <li>• Search engine marketing (SEM)</li> <li>• State-of-the-art direct mail</li> <li>• Direct-to-consumer marketing</li> </ul>
	<ul style="list-style-type: none"> <li>• Specialty printing</li> <li>• SWAG and promotions</li> <li>• Displays</li> <li>• Banners</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibits</li> <li>• Point-of-purchase</li> <li>• Vehicle wraps and graphics</li> </ul>

## LABOR CATEGORIES PRICE LIST

All Labor Categories apply to the following SINS:

- 512110
- 541430
- 541511
- 541611
- 541613
- 541810
- 541820
- 541910

LABOR CATEGORY	GSA Rate: 11/1/2016 - 10/31/2017	GSA Rate: 11/1/2017 - 10/31/2018	GSA Rate: 11/1/2018 - 10/31/2019	GSA Rate: 11/1/2019 - 10/31/2020	GSA Rate: 11/1/2020 - 10/31/2021
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### BUSINESS CONSULTING

Subject Matter Expert II	\$272.04	\$277.48	\$283.03	\$288.69	\$294.47
Subject Matter Expert I	\$226.70	\$231.23	\$235.86	\$240.58	\$245.39
Business Consultant II	\$226.70	\$231.23	\$235.86	\$240.58	\$245.39
Business Consultant I	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Facilitator	\$149.62	\$152.61	\$155.67	\$158.78	\$161.96
Trainer II	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Trainer I	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Instructional Designer II	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Instructional Designer I	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69

### ACCOUNT SERVICES

Program Manager	\$190.43	\$194.24	\$198.12	\$202.08	\$206.13
Account Manager II	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Account Manager I	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Project Manager II	\$117.88	\$120.24	\$122.65	\$125.10	\$127.60
Project Manager I	\$99.75	\$101.74	\$103.78	\$105.85	\$107.97
Account/Marketing Coordinator	\$ 72.54	\$73.99	\$ 75.47	\$76.98	\$78.52
Administrative Assistant	\$54.41	\$55.50	\$56.61	\$57.74	\$58.89

## CONTENT

Content Strategist	\$158.69	\$161.86	\$165.10	\$168.40	\$171.77
Copywriter III	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Copywriter II	\$90.68	\$92.49	\$94.34	\$96.23	\$98.16
Copywriter I	\$72.54	\$73.99	\$75.47	\$76.98	\$78.52
Editor	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Proofreader	\$72.54	\$73.99	\$75.47	\$76.98	\$78.52

## CREATIVE

Creative Director	\$190.43	\$194.24	\$198.12	\$202.08	\$206.13
Designer IV	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Designer III	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Designer II	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Designer I	\$90.68	\$92.49	\$94.34	\$96.23	\$98.16
Multimedia Specialist III	\$181.36	\$184.99	\$188.69	\$192.46	\$196.31
Multimedia Specialist II	\$149.62	\$152.61	\$155.67	\$158.78	\$161.96
Multimedia Specialist I	\$122.42	\$124.87	\$127.36	\$129.91	\$132.51
Photographer	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Production Artist	\$72.54	\$73.99	\$75.47	\$76.98	\$78.52

## COMMUNICATIONS/STRATEGY

Marketing Director	\$190.43	\$194.24	\$198.12	\$202.08	\$206.13
Marketing Strategist III	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Marketing Strategist II	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Marketing Strategist I	\$ 113.35	\$115.62	\$117.93	\$120.29	\$122.69
Marketing Assistant	\$72.54	\$73.99	\$75.47	\$76.98	\$78.52

## MEDIA

Media Director	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Media Planner/Buyer III	\$140.55	\$143.37	\$146.23	\$149.16	\$152.14
Media Planner/Buyer II	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Media Planner/Buyer I	\$90.68	\$92.49	\$94.34	\$96.23	\$98.16



## PUBLIC RELATIONS

Public Relations Director	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Public Relations Specialist II	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Public Relations Specialist I	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Event Planner II	\$99.75	\$101.74	\$103.78	\$105.85	\$107.97
Event Planner I	\$72.54	\$73.99	\$75.47	\$76.98	\$78.52

## RESEARCH

Research Director	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Researcher III	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Researcher II	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Researcher I	\$90.68	\$92.49	\$94.34	\$96.23	\$98.16
Research Assistant	\$72.54	\$73.99	\$75.47	\$76.98	\$78.52

## WEB

Digital/Web Director	\$190.43	\$194.24	\$198.12	\$202.08	\$206.13
Information Architect III	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Information Architect II	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Information Architect I	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Programmer/Developer V	\$190.43	\$194.24	\$198.12	\$202.08	\$206.13
Programmer/Developer IV	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Programmer/Developer III	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Programmer/Developer II	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Programmer/Developer I	\$90.68	\$92.49	\$94.34	\$96.23	\$98.16
Web Project Manager II	\$163.22	\$166.49	\$169.82	\$173.21	\$176.68
Web Project Manager I	\$136.02	\$138.74	\$141.52	\$144.35	\$147.23
Web Production Assistant	\$90.68	\$92.49	\$94.34	\$96.23	\$98.16
Quality Assurance Specialist II	\$113.35	\$115.62	\$117.93	\$120.29	\$122.69
Quality Assurance Specialist I	\$72.54	\$73.99	\$75.47	\$76.98	\$78.52

## LABOR CATEGORY DESCRIPTIONS

### ACCOUNT SERVICES

#### Program Manager

*Minimum Experience: 10 years | Minimum Education: Bachelor's degree*

Provides executive oversight and management to overall contract operations often involving multiple projects. The Program Manager plans, organizes, and oversees work efforts, assigns resources, manages personnel, provides risk management, ensures quality management, monitors overall project and contract performance, etc. They are responsible for managing the client's overall budget and directing those resources to produce the best outcomes. The Program Manager is also accountable for managing all subcontractors, vendors, and partners.

#### Account Manager II

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Ensures that client relations are positive and productive, and that client needs and strategic goals are met. Provides comprehensive account service; coordinates and oversees all account support functions. Interprets client's day-to-day account service requirements into actionable directives. Works to translate the client's business objectives into innovative and high impact solutions. Prepares reports on campaign progress for clients. The Account Manager II provides strong strategic/analytical thinking to help deliver effective branding, marketing, and public outreach programs. Maintains frequent verbal and written contact with client to monitor client satisfaction; conducts and leads client conference calls and in-person presentations. Supervises Account Manager I, Project Manager, Account/Marketing Coordinator, and Administrative Assistant.

#### Account Manager I

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Maintains daily client contact and is responsible for client satisfaction. Monitors/coordinates the activities, progress, and deliverables including quality control. Develops client support communications (creative briefs, production schedules, meeting agendas, conference reports, etc.) Defines project objectives and scope for client marketing campaigns. Prepares the project budget and timeline for the account. Reports project budget, timeline, and status to the client on a regular basis. Supervises Project Manager, Account/Marketing Coordinator, and Administrative Assistant.

#### Project Manager II

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Leads management of large and complex projects incorporating multiple tasks. Oversees and monitors the work of subcontractors, vendors, and partners. Coordinates and monitors current status of client projects and the work of the project team to ensure that the project stays on the critical path. Prepares project schedules, status reports, and briefs for team members, clients, or others. Participates in the day-to-day activities of the project. Supports the account team in the development of mission objectives, problem resolution processes, and performance evaluation. Meets with client to discuss project performance, propose initiatives, and establish project priorities and timing. Supervises Account/Marketing Coordinator and Administrative Assistant.

## Project Manager I

*Minimum Experience: 2 years | Minimum Education: Associate's degree*

Documents project objectives and scope for client projects and tasks. Develops the project budget and timeline and monitors progress. Participates in the day-to-day activities of the project and assigns tasks to team members. Reports status on project milestones and provides project briefs for team members, clients, or others. Supervises Account/Marketing Coordinator and Administrative Assistant.

## Account/Marketing Coordinator

*Minimum Experience: 0 years | Minimum Education: None*

Supports the marketing department in the development and execution of client projects and marketing campaigns. Coordinates and implements marketing communication projects as directed. Contributes to the preparation of proposals and presentations. Prepares meeting notes and status reports on marketing efforts.

## Administrative Assistant

*Minimum Experience: 0 years | Minimum Education: None*

Provides administrative support for clients and staff. Duties may include word processing, research, proofreading, editing, copying and binding, maintaining department/client files, expense reports, and coordinating events/meetings. Working knowledge of applicable software applications.

## BUSINESS CONSULTING

### Subject Matter Expert II

*Minimum Experience: 15 years | Minimum Education: Bachelor's degree*

An individual whose qualifications and knowledge are exceptional, unique, and in demand. A SME II is a recognized Industry Leader for a given area of domain expertise. Provides strategic advice, technical guidance, and consultation to project staff and clients. Provides detailed analysis, evaluation, and recommendations for improvements, optimizations, and solutions to mission critical challenges.

### Subject Matter Expert I

*Minimum Experience: 10 years | Minimum Education: Bachelor's degree*

An individual whose qualifications and knowledge are exceptional and provide value to a specific mission or challenge. Provides strategic advice, technical guidance and expertise to project staff and clients. Provides detailed analysis, evaluation, and recommendations for improvements, optimizations, and solutions.

### Business Consultant II

*Minimum Experience: 10 years | Minimum Education: Bachelor's degree*

A highly experienced and specialized trusted advisor who provides strategic insights, thought leadership, and expertise to clients. Provides detailed analysis and recommendations to improve business results by evaluating business models, processes, policies, governance, roles, infrastructure etc. Develops custom solutions and interventions to address challenging and complex business challenges.

## Business Consultant I

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Consults with clients to assess needs and define actions necessary to address critical business challenges. Collects and analyzes data in order to provide advice and recommendations. Develops and implements solutions and interventions to achieve specific goals and objectives.

## Facilitator

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Develops and delivers custom facilitation services to organizations. Collaborates with clients to develop event objectives and agendas targeted to specific audience needs. Provides meeting leadership and problem solving techniques. Also responsible for facilitating team building, idea generation, decision making, strategy development, implementation planning, communication plan development, data analysis, process analysis, process reengineering, and change management.

## Trainer II

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Supervises and coaches training staff as necessary. Prepares all instructor materials (course outline, reference material, and training aids). Prepares student materials (course manuals, workbooks, handouts, evaluation forms). Leads training courses, workshops, and webinars. Skilled at communicating and checking for understanding. Ensures learning objectives are met.

## Trainer I

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Leads training courses, workshops, and webinars. Skilled at communicating and checking for understanding. Ensures learning objectives are met.

## Instructional Designer II

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Develops and designs complex or technical training courses using Instructional Systems Design principles and techniques. Uses advanced educational technology tools to develop training in online/digital formats. Oversees the work of other instructional designers as needed.

## Instructional Designer I

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Develops and designs training courses in various modalities using Instructional Systems Design principles and techniques. Uses current educational technology tools to develop training in online/digital formats.

## COMMUNICATIONS/STRATEGY

### Marketing Director

*Minimum Experience: 10 years | Minimum Education: Bachelor's degree*

Responsible for development of brand and marketing communications strategies across all sectors and channels. Works directly with clients in an expert-consultative role to develop strategies to meet business/mission goals. Monitors Quality Control of the strategic work products to ensure that all deliverables are comprehensive, thoughtful, measurable, and on message. Supervises Marketing Strategists.

### Marketing Strategist III

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Develops, executes, and monitors brand and marketing programs and campaigns. Analyzes research and interprets findings to make effective marketing recommendations. Develops positioning, messaging, and other strategic deliverables. Measures campaign outcomes and recommends strategies for improving future results. Works with client and project team members. Supervises Marketing Strategists I and II and Marketing Assistants.

### Marketing Strategist II

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Develops, executes, and monitors brand and marketing programs and campaigns. Contributes to the development of strategic deliverables. Measures campaign outcomes and recommends strategies for improving future results. Develops and makes client presentations. Works with client and project team members. Supervises Marketing Strategists I and Marketing Assistants.

### Marketing Strategist I

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Supports the marketing team in the development and execution of client projects and marketing campaigns. Contributes to the preparation of presentations and strategic deliverables. Develops schedules and reports. Works with client and project team members. May supervise Marketing Assistants.

### Marketing Assistant

*Minimum Experience: 0 years | Minimum Education: None*

Supports the marketing team by providing administrative support to the department and specific accounts/projects.

## CONTENT

### Content Strategist

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Works collaboratively with interactive/UX/multimedia/visual designers, marketing strategists, and project managers to gather business and technical requirements, analyze user and business needs, and inventory and analyze existing content for online creative products. Writes, edits, and proofs content. Develops, documents, and implements online content strategies. Frequently leads and/or facilitates multidisciplinary teams to discover creative content-based solutions to business and branding challenges.

### Copywriter III

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Writes, proofreads and edits content and copy for a variety of marketing materials. Develops strategic messaging and generates original copy based on messages to appeal to the client's target audiences. Meets with the client and/or account manager to discuss the client's business objectives, market position, target audiences, and products and services. Brainstorms creative concepts with other members of the creative team. May supervise Copywriter II and Copywriter I.

### Copywriter II

*Minimum Experience: 0 years | Minimum Education: Bachelor's degree*

Develops key messages and writes and edits content for websites, print, video, and multimedia marketing materials based on key messages. Develops strategies for content development. May supervise Copywriter I.

### Copywriter I

*Minimum Experience: 0 years | Minimum Education: Associate's degree*

Develops and edits content and copy for a variety of marketing materials. Works under the supervision of a senior Copywriter or Creative Director.

### Editor

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Works with writers to help develop effective content. Reviews content and corrects for errors in consistency, accuracy, spelling, and grammar. Edits copy to increase comprehension and impact. Develops editorial calendars, style guides, and policies.

### Proofreader

*Minimum Experience: 0 years | Minimum Education: None*

Reviews copy and content for spelling and grammatical errors. Edits text to ensure consistent style and usage.

## CREATIVE

### Creative Director

*Minimum Experience: 10 years | Minimum Education: Bachelor's degree*

Directs and leads creative work from concept development through production. Performs project planning. Conceives, develops, and executes creative. Interacts with and advises client. Contributes to Quality Control by critiquing work products to monitor creative quality and consistency; encourages creative excellence; ensures delivery of a final work product that meets or exceeds client's needs and expectations. Serves as the principal creative lead on major accounts. Develops project estimates; coordinates the work of vendors (such as printers, illustrators, photographers, fabricators, video producers); and "art-directs" photo shoots and video/film production. Supervises Designers, Multimedia Specialists, Photographers, and Production Artists.

### Designer IV

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Functions as a leader for, and provides guidance to, assigned groups of Creative Team staff members working on client accounts. Is a key member of the creative leadership team that interacts with and advises clients. Conceives, develops, writes, and executes traditional and digital creative. Works with the Creative Director to review and refine creative approaches. Supervises Designers III, II, and I, Multimedia Specialists, Photographers, and Production Artists.

### Designer III

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Seasoned creative team member that acts as creative lead on many accounts. Conceives, develops, writes, and executes traditional and digital creative. Expert with materials and printing processes. Works directly with clients to interpret and deliver on clients' goals through the creation and design of marketing materials. Develops project specifications and works with outside vendors (e.g., printers); develops pricing estimates for review/approval of the Creative Director. Supervises Designers II, and I, Multimedia Specialists, Photographers, and Production Artists.

### Designer II

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Creative team member that conceives, develops, and executes concepts and layouts for traditional and digital creative. Familiar with materials and printing processes. May work directly with clients in interpreting and delivering on client's goals through the creation and design of marketing materials. Develops project specifications and works with outside vendors (e.g., printers); develops pricing estimates for review/approval from the Creative Director.

### Designer I

*Minimum Experience: 0 years | Minimum Education: Associate's degree*

Supports the creative team. Conceives, develops, and executes concepts and layouts. Develops project specifications and works with outside vendors (e.g., printers); develops pricing estimates for review/approval from the Creative Director.

## Multimedia Specialist III

*Minimum Experience: 8 years | Minimum Education: Bachelor's degree*

Leads the development of multimedia projects, such as UX design, digital design and content, and video/broadcast production. Works with clients as well as Creative and Marketing Teams to translate client's marketing objectives into functional, interactive, aesthetically pleasing websites and interactive content, videos, and presentations. May act as Director in TV/video production and contribute to concepting, script and storyboard development, and provide direction with animation, graphics, editing, audio design, and final cut. May also direct photo shoots. Supervises Multimedia Specialists II and I.

## Multimedia Specialist II

*Minimum Experience: 6 years | Minimum Education: Bachelor's degree*

Develops interactive media, such as UX design, digital design and content, and video/broadcast production. Works with clients as well as Creative and Marketing Teams to translate client's marketing objectives into functional, interactive, aesthetically pleasing websites and interactive content, videos, and presentations. May act as Director in TV/video production, and contribute to concepting, script and storyboard development, and provide assistance with animation, graphics, editing, audio design, and final cut. May also direct photo shoots. Supervises Multimedia Specialists I.

## Multimedia Specialist I

*Minimum Experience: 3 years | Minimum Education: Bachelor's degree*

Assists and contributes to the creation of interactive media, such as UX design, digital design and content, and video/broadcast production. May work with clients to translate objectives into multimedia solutions. Works within technical specifications to assist in the development of web-based visual designs including visual concept, layout, typography, illustration, and motion graphics. Contributes to TV/video production in concepting, script and storyboard development, and assists with animation, graphics, editing, audio design, and final cut. May act as a key grip and simple video camera work.

## Photographer

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Professional in the field of photography-capturing static and motion imagery through the use of various digital and video cameras and equipment. Works with the Creative Team and client to interpret and provide guidance on creative approach and execution of a shoot. Manages all aspects of production with providing direction to talent, recommendations on environment, location, and wardrobe to final shot/scene selection, editing, photo retouching, and color correction.

## Production Artist/Coordinator

*Minimum Experience: 0 years | Minimum Education: None*

Performs production-related activities including size and formatting to specifications, estimating, scheduling, project management, printing, and delivery. Tracks projects through the agency, prepares print-ready final art, corrects color and scale of photos, and checks and manages all print and press proofs. Works with outside vendors to ensure that finished jobs are produced according to specifications and delivered on schedule.



## MEDIA

### Media Director

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Responsible for providing strategic guidance to Media and Account Services Teams, evaluating research and recommendations, coordinating launch with various internal/external departments, and client communications for all media initiatives. Oversees, develops, and approves all deliverables to both vendors and clients including presentations, plans, and reports. Manages all day-to-day duties associated with media initiatives

### Media Planner/Buyer III

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Responsible for research, planning, negotiation, purchase, and optimization of both digital and traditional media. Works directly with vendors, internal teams, and clients assisting with all day-to-day duties of media initiatives. Develops and implements plans, develops reports, monitors placement and data collection.

### Media Planner/Buyer II

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Responsible for research, planning, negotiation, purchase, and optimization of both digital and traditional media. Works directly with vendors and internal teams. Assists with the development of plans and reports, implementation, placement monitoring, and data collection.

### Media Planner/Buyer I

*Minimum Experience: 2 years | Minimum Education: Associate's degree*

Assists with the research, negotiation, planning, and purchase of both digital and traditional media. Works directly with vendors and internal teams.

## PUBLIC RELATIONS

### Public Relations Director

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Oversees the development of PR strategies, reputation management, and/or social media programs for clients in all industries. Possesses a thorough understanding of a client's goals/mission, industry, audiences, objectives and challenges, news media outlets, and other message distribution channels. Drives the development of key messages, media relations outreach, social media initiatives, speech and presentation development, and community outreach programs. Supervises Public Relations Specialists and Event Planners.

### Public Relations Specialist II

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Responsible for the development and implementation of PR campaigns and programs for clients on local, regional, and national levels. Develops messages and materials. Works with clients and Project Team members. Directs Public Relations Specialist I and Event Planners.

### Public Relations Specialist I

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Responsible for the development and implementation of comprehensive PR campaigns and programs. Works with clients and Project Team members. Directs Event Planners

### Event Planner II

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Supports the Public Relations Team and other team members to plan and conduct client, media, and outreach events. Directs Event Planner I.

### Event Planner I

*Minimum Experience: 0 years | Minimum Education: Associate's degree*

Supports the Public Relations Team and other team members to plan and conduct client, media, and outreach events.

## RESEARCH

### Research Director

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Recommends and oversees the implementation of a variety of qualitative and quantitative research programs and advises on research approach based on client's strategic plan and business objectives. Analyzes and interprets research results and data, and develops research reports, presentations, and other communications. Uses a variety of traditional, non-traditional, and online research tools and methodologies. Supervises Researcher Team.

### Researcher III

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Develops research protocols and conducts primary and secondary research efforts for clients. Uses a variety of traditional and non-traditional qualitative and quantitative research methods. Gathers and synthesizes data, interprets results, draws conclusions, and makes recommendations based on findings. Writes and presents research reports. May supervise Researcher II, Researcher I and Research Assistant.

### Researcher II

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Contributes to and executes research protocols. Conducts secondary and/or primary research. Produces research deliverables under supervision of Research Director and/or Researcher III, including presentations, reports, etc. Supports presentations and client meetings.

### Researcher I

*Minimum Experience: 2 years | Minimum Education: Associate's degree*

Executes research protocols. Conducts secondary research. Contributes to research deliverables under supervision from Research Director and/or Researcher III.

### Research Assistant

*Minimum Experience: 0 years | Minimum Education: None*

Helps coordinate and schedule research initiatives. Conducts secondary research. Proofreads research documents. Provides support to Research Team.

## WEB

### Digital/Web Director

*Minimum Experience: 10 years | Minimum Education: Bachelor's degree*

Provides technical leadership, direct involvement in technical design, and development management in addition to hands-on development when applicable. Leads development alongside creative design, from conception of prototype concepts through final programming, for all areas of web system projects. Manages Information Architecture and Programmer/Developer resources. Supervises entire Web Team.

### Information Architect III

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Utilizes and enhances Information Architect Team competence by planning delivery of solutions. Validates information delivery with the development and completion of usability test plans and user feedback. Leads in the development of deliverables, such as Personas, User Scenarios, Wireframes, Sitemaps, and User Interface Development Documents. May supervise Information Architects II and I.

### Information Architect II

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Supports application architecture and web or application systems design, including data standards and definition, metadata management, and controlled vocabulary and taxonomy development. Applies data migration and conversion expertise to implement IA designs and related tools. Instrumental in the development and review of the following deliverables: Personas, User Scenarios, Wireframes, and Sitemaps

### Information Architect I

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Documents existing website or application content structure and templates. Performs business analysis and requirements investigation. Analyzes resulting findings to develop information architecture, affinity diagrams, wireframes, and other discovery materials. Evaluates content management systems, and develops new workflows to streamline content production and management process. Instrumental in the development of the following deliverables: Personas, User Scenarios, Wireframes, and Sitemaps.

### Programmer/Developer V

*Minimum Experience: 10 years | Minimum Education: Bachelor's degree*

Leads developer with significant experience authoring, creating, and deploying complex development projects. Utilizes knowledge of IT infrastructure to design and deploy comprehensive solutions that automate change management, version control, deployment, maintenance, and continuous integration techniques. Creates and maintains a comprehensive software development lifecycle for Web Team to follow. May supervise Programmer/Developer I, II, III and VI.

### Programmer/Developer IV

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

In a supervisory capacity, plans, develops, coordinates and directs large and important programming projects. Supervises the work of a small staff, manages schedules, and technically evaluates staff

production. Develops original solutions to new and unique problems. May supervise Programmer/Developer I, II, and III.

### Programmer/Developer III

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Applies expertise in programming to solve complex problems. Recommends redesign of programs, investigates and analyzes feasibility and program requirements. Provides technical leadership and supervision to small task groups. Extensive understanding and use of object-oriented development practices as well as knowledge of a variety (2 or more) of programming languages. May supervise Programmer/Developer I and II.

### Programmer/Developer II

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Performs design, programming, documentation, and implementation of applications that require knowledge of information systems and related systems concepts for effective development and deployment of software modules. Designs and prepares technical reports and related documentation. Designs data models to be utilized in relational databases. May supervise Programmer/Developer I.

### Programmer/Developer I

*Minimum Experience: 0 years | Minimum Education: None*

Designs, develops, troubleshoots, debugs, and implements software code for components of a product. Works under the supervision of Programmer/Developers V, VI, III, II and Digital/Web Director.

### Web Project Manager II

*Minimum Experience: 7 years | Minimum Education: Bachelor's degree*

Plans web strategy and operational activities of the website(s) with specific attention toward content governance, web systems maintenance, and life-cycle deliverables. Leads the investigation, assessment, and implementation of technical solutions. Accountable for budget, staff planning, management, and products and service delivery. May supervise Web Project Manager I and Web Production Assistant.

### Web Project Manager I

*Minimum Experience: 4 years | Minimum Education: Bachelor's degree*

Contributes to web strategy and operations. Establishes scope of web project by reviewing strategic business drivers, validates business and technical requirements and parameters, reviews and recommends changes to established business practices. Performs training with clients on website and application usage. May supervise Web Production Assistant.

### Web Production Assistant

*Minimum Experience: 0 years | Minimum Education: None*

Supports content providers and monitors site functionality, usability, editorial quality, and governance. Educate clients about site/application landscape, information architecture, and application functionality as well as constraints. Supports the Web Production team in creating assets for web systems projects and digital campaigns. Performs training with clients on website and application usage.

## Quality Assurance Specialist II

*Minimum Experience: 2 years | Minimum Education: Bachelor's degree*

Outlines, identifies, and tracks testing requirements and any development or process problems relating to specific types of deliverables. Determines the resources required for quality control, and subsequently trains subordinate quality assurance specialist for such designated tasks. Maintains the level of quality throughout the development life cycle despite the service offering. Assists in troubleshooting/pinpointing problems and makes recommendations to possible areas of improvement. Interfaces with management, functional, technical and client personnel. May supervise Quality Assurance Specialist I.

## Quality Assurance Specialist I

*Minimum Experience: 0 years | Minimum Education: None*

Provides the development of project Quality Assurance Plans in addition to the implementation of tasks that strictly conform to the outlined requirements of the contract. Evaluates the quality of system design, processes, material, and deliverable products. Analyzes test data obtained to ascertain that the test accomplished specific requirements. Interfaces with clients and project personnel for quality assurance audits and resolution of discrepancies.

## EXPERIENCE AND DEGREE SUBSTITUTION EQUIVALENCIES

Experience for all labor categories is listed in years of professional experience in the industry. Experience exceeding the minimum shown may be substituted for education. As well as education exceeding the minimum shown may be substituted for experience.

EQUIVALENT DEGREE	EXPERIENCE
Associate's	2 years
Bachelor's	Associates + 2 years
Bachelor's	4 years
Master's	Associates + 4 years
Master's	Bachelors + 2 years
Master's	6 years

## DIRECT COSTS (ODCs)

ITEM	UNIT	CEILING PRICE
Regional Media Buy	2 month buy	\$328,213.71
Event Media Buy	1 month buy	\$391,604.15
Digital Media Buy	1 month buy	\$165,890.23
Print Advertisement Insertion	Per insertion	\$9,773.30
TV & Video Production (excluding talent)	Per video	\$282,682.71
Radio Production (excluding talent)	Per radio spot	\$10,320.61
Talent (non-union)	Per year	\$15,999.38
Research - Survey	Per survey	\$2,468.51
Research - Focus Group	Per focus group	\$3,561.71
Press Release	Per release, per market	\$256.93
Translation Services	Per translation	\$277.08
Contact List Purchase	Per list	\$13,195.67
Email Distribution	Per 10,000 emails	\$2,770.78
Stationery Package	Per package	\$1,300.45
Display Materials	Per item	\$277.83
Brochure Production	Per brochure	\$14,861.47
Trade-Show Display	Per display	\$8,720.41
Promotional Items	Per project - qty 10,000	\$31,775.52
Photography Services	Per project - 2 day shoot	\$78,438.31
Stock Images (royalty free)	Per photograph	\$619.65
Illustration	Per illustration	\$503.78
Animation Production	Per animation	\$15,758.04
Fonts and Icons	Per font/icon	\$199.50
Stock Soundtrack	Per soundtrack	\$40.25
Website Hosting	Per month	\$139.19
Digital Security Certificate	Per certificate	\$9.07
Website Domain Name	Per domain name	\$115.82
Software Licensing	Per license	\$323.83
CD/DVD Production	Per project - qty 400	\$1,481.11
Delivery Service	Per shipment	\$958.69