

GENERAL SERVICES ADMINISTRATION
Federal Supply Service
Authorized Federal Supply Schedule Price List
Multiple Award Schedule

FSC Group: MAS

FSC Class: Agency Human Capital Strategy, Policy and Operations,
EEO Services, Social Services, Professional Counseling and
Veterans' Readjustment & Behavioral Health Service

Contractor: *ADR Vantage, Inc.*
7525 Royal Oak Dr
McLean, VA 22102
Phone: 202-296-2328
Fax: 202-296-2328
Website: www.adrvantage.com

Contract No.: GS-02F-005GA
Contract Period: 11/2/2017 – 11/3/2021

Contract Administrator: Shayne M. Julius
Director of Operations
202-296-2328
sjulius@advantage.com

Business Size: Small Business, Women-owned, WOSB, EDWOSB

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The INTERNET address GSA Advantage! is: GSAAdvantage.gov

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

CUSTOMER INFORMATION

- 1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s).

SIN	Description
541612HC	Agency Human Capital Strategy, Policy and Operations
561EEO	EEO Services
624SS	Social Services, Professional Counseling and Veterans' Readjustment & Behavioral Health Services
52492	Separation and Retirement
54121HR	Compensation and Benefits
541611	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
541611W	Workforce Analytics and Employee Records
541612EPM	Employee Performance Management
541612LR	Labor Relations
611430TD	Talent Development

- 1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract.

SIN	Labor Category	GSA Price
541612HC	Subject Matter Expert, Level I	159.67
561EEO		
624SS		
52492		
54121HR		
541611		
541611W		
541612EPM		
541612LR		
611430TD		

- 1c. **Labor Category Descriptions:** See labor descriptions on page 7.
2. **Maximum order:** \$1,000,000
3. **Minimum order:** \$100
4. **Geographic coverage:** Worldwide
5. **Points of productions:** Washington, DC
6. **Discount from list prices:** Ranging from 5% to 27%, depending on the nature of the work by labor category.

7. **Quantity discounts:** None
8. **Prompt payment terms:** Net 30 days
- 9a. **Government purchase cards accepted at or below the micro-purchase threshold:** *ADR Vantage, Inc.* will accept the Government-wide commercial purchase card for purchases equal to or less than the micro-purchase threshold (\$3,000).
- 9b. **Government purchase cards accepted above the micro-purchase threshold:** *ADR Vantage, Inc.* will accept the Government-wide commercial purchase card for purchases over the micro-purchase threshold (\$3,000).
10. **Foreign items:** Not applicable
- 11a. **Time of delivery:** ADR Vantage will adhere to the delivery schedule as specified in the agencies' task orders.
- 11b. **Expedited delivery:** Contact Contractor for negotiated expedited delivery.
- 11c. **Urgent requirements:** Contact Contractor for faster delivery or rush requirements.
12. **F.O.B. point:** Destination
- 13a. **Ordering address:**
ADR Vantage, Inc.
2200 Pennsylvania Ave NW, 4th Fl E
Washington, DC 20037
202-296-2328
- 13b. **Ordering procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3.
14. **Payment address:**
ADR Vantage, Inc.
2200 Pennsylvania Ave NW, 4th Fl E
Washington, DC 20037
202-296-2328
15. **Warranty provision:** Not applicable
16. **Export packing charges:** Not applicable
17. **Terms and conditions of Government purchase card acceptance:** No discount offered
18. **Terms and conditions of rental, maintenance and repair:** Not applicable
19. **Terms and conditions of installation:** Not applicable

- 20. **Terms and conditions of repair parts indicating date of parts price list and discounts:** Not applicable
- 20a. **Terms and conditions of any other services:** Not applicable
- 21. **List of service and distribution points:** Not applicable
- 22. **List of participating dealers:** Not applicable
- 23. **Preventative maintenance:** Not applicable
- 24a. **Special Attributes:** Not applicable
- 24b. **Section 508 Compliance:** Not applicable; however, the EIT standards can be found at www.section508.gov
- 25. **Data Universal System (DUNS) number:** 84-884-3488
- 26. **Central Contractor Registration database:** Registered. Cage Code: 1DSJ1

ADR Vantage

Helping People Work Better Together

ADR Vantage, Inc. is a leading consulting firm working at the intersection of three fields that most affect employees and their workplaces – conflict management, organization effectiveness and diversity, equity and inclusion (DEI). From our beginning in 1993, our Washington DC-based, woman-owned firm built a reputation for making a difference in the complex work-life of the 21st Century. ADR Vantage stands out for the high quality of our work and our responsiveness to our clients. What we are most proud of is our deeply held commitment to our staff, members of our extended network, our fields of practice, and our longstanding relationships with the people and organizations we have the privilege to serve.

ADR VANTAGE SERVICES

ADR Vantage offers an array of services that support the unique needs of your organization. We bring expertise, experience, and sensitivity to the interrelated areas of Organizational Effectiveness, Diversity, Equity & Inclusion, and Conflict Management. Our Training Services, together with our timely Presentations, cut across all those areas. With good communication at their core, our solutions help your team stay focused and achieve outcomes for a stronger, more diverse and inclusive, and more collaborative and productive workplace.



Conflict Management: Employees at all levels struggle at times with difficult communications, personal and cultural differences, and other challenges. We help your employees resolve immediate conflicts, learn to manage matters as they arise, and respond more effectively in the future.



Organization Effectiveness: Effective organizations strive to stay responsive and nimble while keeping work flowing and employees and customers happy. We leverage your team's unique dynamics, build capacity to work through differences, and strengthen unity and performance.



Diversity, Equity & Inclusion: A commitment to a diverse workplace, where all employees share equally in access and opportunities, has never been more important. We offer dialogue, training, and planning to help your organization honor individual identities, build cultural understanding, and realize your vision.



Training Services: Employees rely on communication skills to manage relationships, get along with others, and navigate differences. Our engaging, informative, and practical training gives your teams more range for working effectively with a diversity of people and situations.



Speaking & Presentations: Our presentations and speaking engagements are ideal for large employee training initiatives, conferences, or professional development programs and can complement in-house training and continual learning programs.

CONFLICT MANAGEMENT

Employees at all levels and whole teams struggle from time to time. Difficult communications, personal and cultural differences, and other challenges can lead to conflict. Left unchecked, conflict leads to lost time, flawed decisions, and stressful work environments.

ADR Vantage's solutions help your employees resolve immediate conflicts, learn to manage matters as they arise, stay focused and respond more effectively in the future.

Conflict Resolution

Conflict Resolution is the right solution when individuals or groups of employees are in conflict. Mediation, conflict coaching, and conflict facilitation for groups are processes that offer a pathway out of the trap of conflict, toward lasting change and resolution.

Conflict Assessment

Conflict Assessments blend surveys, focus groups, and interviews to pinpoint where and how tensions affect the workplace and offer recommendations for improving communication, collaboration and decision making. Conflict Assessments might also be part of an Organization Effectiveness assessment when conflict seems to be a result of organization-wide change or challenges.

Conflict Skills and Capacity Building

ADR Vantage offers training, coaching, webinars, and resources for all levels of your employees along with practice, feedback, and tools to integrate new skills. We help your employees to:

- Communicate respectfully and honestly
- Structure dialogue, debate and decision-making
- Ease rising tensions
- Resolve issues early

Conflict Management System Design Consulting

Taking a systemic approach to conflict across an entire organization requires an integrated strategy and clear plan. ADR Vantage guides you through a staged approach to address immediate needs while preparing the organization for anticipated pressures. Over time, a conflict management system might include skills training, leadership workshops, the development and adoption of team discussion and decision-making procedures, and other internal conflict management processes and principles that reflect your organization's mission, values, and goals.

ORGANIZATION EFFECTIVENESS

Responding to challenges and opportunities while keeping your organization's work flowing and employees and customers happy, requires your constant and steady attention. ADR Vantage's organization effectiveness solutions leverage the unique dynamics of your team to strengthen their resilience and ability to work well together, even in the midst of change and growth.

Audits, Assessments & Planning

Assessments prepare you and your team for the actions you want or need to take to increase productivity, weather an unexpected crisis, or move your organization to the next level. ADR Vantage works side-by-side with you to bring together perspectives from across your organization into a unified vision for your shared success. Whether you need to address an immediate need or opportunity with a Short-term Plan, or you recognize the value of Long-range Strategic Planning to move your organization in a new or different direction, our team gets you focused, aligned, and ready to execute your plans with precision.

Team Development

Effective organizations are powered by effective teams. They coordinate action, develop expertise, and deliver unique value to the whole of the organization. Wherever the team is in its lifespan, ADR Vantage's organization effectiveness solutions for team development incorporate critical elements of team growth and success.

Group & Inter-group Facilitation

Group and inter-group facilitation are solutions when active and full participation by all team members matters. Our framework and skilled facilitators promote a respectful exchange of diverse opinions and ideas so that team members can hear each other, come together around shared goals, and improve and sustain internal and cross-team effectiveness.

Leadership and Personal Effectiveness Coaching

Coaching complements other organization effectiveness solutions and is increasingly recognized as critical for improving interpersonal skills. Existing or emerging leaders often use coaching to hone leadership attributes, adjust ineffective behaviors, and build skill and confidence in supervising and influencing organizational direction and decisions. Coaching is also a solution for all employees wanting to develop insights and skills, and to support stronger relationships and work performance.

DIVERSITY, EQUITY & INCLUSION (DEI)

The need for vision, action, and commitment to a diverse workplace – where all employees share equally in access and opportunities – has never been more important. Successful efforts build true inclusion and connection throughout the workplace. Regardless of where you start, the DEI goals you set will be key to your success, and we can help. ADR Vantage’s services of dialogue, training and planning help your organization honor individual identities, build cultural understanding, and realize your vision. We will help you to:

- Take stock;
- Design your approach;
- Get people talking and learning; and
- Plan for and implement meaningful change.

DEI Assessments and Strategic Planning

DEI Assessments incorporate insights from existing policies and programs, survey data, interviews and discussions with employees and leadership. They provide you with a basis for setting and prioritizing your organization’s DEI goals and can support your strategic planning.

DEI Training and Dialogue Groups

What’s a first step to bringing diversity, equity, and inclusion into the workplace? – Getting people talking! ADR Vantage gives your team the language, tools, and confidence to discard outdated assumptions, increase awareness, and commit to honest but respectful communication. AND we’re known for our engaging and inclusive workshops. With depth in conflict management, our team is alert to rising tensions and skilled at helping teams address challenging behaviors that sometimes come with uncomfortable conversations.

DEI Employee Council, Committee or Workgroup Facilitation

DEI focused employee groups are increasingly common in organizations. They channel the energy and creativity of your employees to support their peers across diverse identities. AND they help you stay in touch with emerging needs and with what’s working and what’s not! ADR Vantage helps you get these groups off the ground, and when needed, to keep them running and productive.

TRAINING SERVICES

In study after study, employers recognize that human skills are as important, if not more important, than technical competencies. Employees who can manage relationships, get along with others, and navigate differences often become your most valued employees and emerge as leaders in your organization. High-quality training is a must for gaining and honing those skills, and it's an investment that pays dividends. ADR Vantage's training programs are as engaging as they are informative so that your team can apply newly learned skills and immediately find value in managing conflict, improved collaboration, and better performance.

Workshops & Training Programs

ADR Vantage's skill-building workshops and training programs establish a common foundation for your team to work more effectively together. Our content is relevant and relatable to your workplace, our workshop designs are interactive and engaging, and our team of experienced trainers are friendly and supportive. Custom developed training services are oriented to your team's needs and skill level including: **fundamentals** for people with little previous experience; **follow-on workshops** to keep content fresh; **advanced workshops** for people with previous training and experience; and **train-the-trainer programs** to coach your internal trainers to deliver content and exercises. Customizable workshops are also available for our most requested topics including:

<ul style="list-style-type: none"> • Conflict Basics: ASSET Model© 	<ul style="list-style-type: none"> • DEI Essentials for the Workplace: A Learning Intensive for Interrupting Bias
<ul style="list-style-type: none"> • Conflict Basics: ASSET Model – Leadership© 	<ul style="list-style-type: none"> • The Rules of Engagement: Best Practices for Engaging in Crucial DEI Conversations©
<ul style="list-style-type: none"> • Managing Difficult Conversations 	<ul style="list-style-type: none"> • Managing Bias in the Workplace
<ul style="list-style-type: none"> • Tools of Effective Communication 	<ul style="list-style-type: none"> • LGBTQ+ Inclusion for the Workplace: Awareness, Etiquette & Best Practices (Webinar)
<ul style="list-style-type: none"> • Team Development 	

Curriculum Design & Development

ADR Vantage creates curricula that is accessible to all learning types. It includes cutting-edge research, common workplace scenarios specific to your industry, and a blend of engaging exercises, practice opportunities, skills coaching, and interactive discussion. We reinforce learning with workbooks, quick reference guides, exercise tools and handouts.

Webinars

ADR Vantage's webinars give your team many options for deepening knowledge, staying current, and picking up practical tips. They are just right for a variety of audience experiences and sizes and can be used time and again as you bring in new staff or form different teams. Whether designed for live delivery or pre-recorded, all our custom-created webinars come with downloadable quick-reference guides that you can add to your online learning library.

SPEAKING & PRESENTATIONS

ADR Vantage is pleased to share our latest presentations that support continual learning for you and your team.

ADR Vantage Organizational Presentations complement any of your in-house training or educational programming. Our team regularly draws from our expertise in Conflict Management, Organization Effectiveness, and Diversity, Equity, and Inclusion to offer presentations tailored to suit internal objectives. Our presentations are ideal for annual meetings, board meetings, staff retreats, or as a component of larger employee training initiatives or professional development programs. We break down concepts to make them accessible and reinforce key lessons with tools and reference guides. In some cases, our presentations may be recorded for later viewing or distribution.

ADR Vantage Speaking Engagements bring our expertise and perspectives from our work with organizations like yours to national and regional association and industry conferences. Our decades of experience working across industries and sectors make our team a natural choice to deliver timely, practical insights – what you need to take back to work with you– about conflict management, effective organizations, and diversity, equity and inclusion in the workplace. ADR Vantage’s speakers are frequently requested for their content-rich, lively, and approachable presentation styles. And our material is suitable for audiences of any size and for all major online formats.

Our LGBTQ+ Inclusion: Awareness, Etiquette and Best Practices for Workplaces is an example of a speaking engagement that is frequently requested by the Society for Human Resource Management (SHRM). It has also been delivered at a large international conference of the food and drug regulators and many other events. Other frequently requested topics include:

- From Debate to Dialogue: Navigating Tough Workplace Conversations
- Diversity, Equity, and Inclusion Fundamentals for the Workplace
- Best Practices for an Inclusive Workplace

ADR Vantage Conference Resources help you stay plugged in to the latest and most impactful programs. We follow trends and topics that are showing up at conferences and provide our followers with opportunities to watch for. Like you, we also attend these conferences, and we share with our followers new insights, materials, and links to programs we have presented for or attended.

Labor Category Descriptions

Labor Category	Functional Responsibilities	Minimum Requirements
Arbitrator	Act as an impartial counselor and arbitrator for disputing parties. Conducts analysis of situation and relevant documents and testimonies. Renders a written decision.	<p><i>Minimum years related experience: 10</i></p> <p><i>Minimum education: Graduate degree (often JD or LLM)</i></p>
Case Manager	Conducts case intake. Educates parties on processes and procedures. Coordinates, manages and monitors case progress and assists SMEs as needed. Prepares reports.	<p><i>Minimum years related experience: 3</i></p> <p><i>Minimum education: Bachelor's degree</i></p>
Clinical Supervisor/ Counselor	Provides regularly scheduled clinical consultation and review to experienced clinical staff through in-person and telephonic consultations. Provides assistance and perspective related to the delivery and management of client services through the selective review of both routine and challenging client situations, and assists clinicians in managing the personal impacts of delivering services as needed. Provides direct services on a wide scale including telephonic and in-person psychosocial assessments, clinical case management, referrals and short term consultations. May at times provide educational and training opportunities and critical incident management and response.	<p><i>Minimum years related experience: 10</i></p> <p><i>Minimum education: Graduate degree</i></p> <p><i>Other qualifications:</i></p> <ul style="list-style-type: none"> · Active clinical license
Executive/Leadership Coach	Works with executive and senior-level leaders and their teams to build capabilities/competencies/skills to achieve short- and long-term organization goals using a variety of methods including data collection, assessment, action planning, feedback and/or strategy discussions.	<p><i>Minimum years related experience: 5 years coaching experience plus 10 years relevant professional experience</i></p> <p><i>Other qualifications:</i></p> <ul style="list-style-type: none"> · Certificate from a Recognized Accreditation Organization or equivalent training
Program Director/ Contract Manager	Directs, coordinates, monitors and reviews program components and activities of program personnel. Achieves operational objectives by contributing information and recommendations to strategic plans and reviews; preparing and completing action plans; implementing standards, protocol and procedures; resolving problems; completing audits; identifying trends; determining system improvements; implementing change. Supervises, hires, and trains staff and contract SMEs. Ensures compliance with all government regulations and contract requirements. Takes a lead role in contract management and ensuring timely submission of contract deliverables and reporting.	<p><i>Minimum years related experience: 10</i></p> <p><i>Minimum education: Graduate degree*</i></p>

Labor Category	Functional Responsibilities	Minimum Requirements
Program Administrator	Works with internal and external parties to initiate and run projects. Coordinates schedules and activities, places orders for supplies and services, and tracks progress and results. Performs administrative and office support activities and related duties.	<p><i>Minimum years related experience: 5</i></p> <p><i>Minimum education: Bachelor's degree*</i></p>
Subject Matter Expert, Level IV (SME4)	<p>Our SME4 may:</p> <ul style="list-style-type: none"> · Act as lead and work with senior level personnel and/or on controversial or highly sensitive subject matters. · Develop and execute large-scale, multi-faceted projects that may include assessment, planning, data gathering, analysis, feedback, recommendations, reports, and other related work. · Conduct experiential training in varying lengths and for various group sizes and audiences. · Develop non-training learning solutions, particularly for senior level personnel, including providing feedback, mentoring and coaching in one-on-one and group settings. · Work with individuals, teams and groups to improve management, leadership, conflict management, and/or related competencies and skills through coaching, dialogue, feedback and/or strategy discussions. · Develop curriculum framework and execute training and development programs, eLearning, and blended learning solutions. Consult on curriculum development, prepare learning objectives, and design and edit curricula content, training, educational and program materials. · Act as lead facilitator and is proficient in leading facilitations involving highly sensitive issues and/or with senior level personnel. Facilitate group sessions to accomplish a variety of group objectives. Design group processes and manage group dynamics, including conflict. As needed, record and summarize results of facilitated sessions. · Act as lead mediator and is proficient in handling complex cases with highly sensitive issues and/or with senior level personnel. Mediate workplace disputes and/or EEO complaints using various styles, including evaluative and facilitative. · Investigate claims of discrimination, counsel employees or applicants for employment who are alleging EEO discrimination, serve as a neutral fact finder or final agency decision writer. · Lead and consult on monitoring and evaluation efforts including develop evaluation schemes/frameworks, design systems, oversee data collection and analysis, make recommendations and prepare reports. · Consult on other areas of subject matter expertise. 	<p><i>Minimum years related experience: 12</i></p> <p><i>Minimum education: Graduate degree*</i></p> <p><i>Other qualifications:</i></p> <ul style="list-style-type: none"> · Expert level knowledge in applicable subject matter · Advanced training or certification in applicable subject matter

Labor Category	Functional Responsibilities	Minimum Requirements
Subject Matter Expert, Level III (SME3)	<p>Our SME3 may:</p> <ul style="list-style-type: none"> · Lead large-scale, multi-faceted projects that may include assessment, planning, data gathering, analysis, feedback, recommendations, reports, and other related work. · Conduct experiential training in varying lengths and for various group sizes and audiences. · Develop non-training learning solutions, including providing feedback, mentoring and coaching in one-on-one and group settings. · Work with individuals, teams and groups to improve management, leadership, conflict management, and/or related competencies and skills through coaching, dialogue, feedback and/or strategy discussions. · Develop curriculum framework and execute training and development programs, eLearning, and blended learning solutions. Consult on curriculum development, prepare learning objectives, and design and edit curricula content, training, educational and program materials. · Act as lead facilitator. Facilitate group sessions to accomplish a variety of group objectives. Design group processes and manage group dynamics, including conflict. As needed, record and summarize results of facilitated sessions. · Act as lead mediator. Mediate workplace disputes and/or EEO complaints using various styles, including evaluative and facilitative. · Investigate claims of discrimination, counsel employees or applicants for employment who are alleging EEO discrimination, serve as a neutral fact finder or final agency decision writer. · Lead and consult on monitoring and evaluation efforts including develop evaluation schemes/frameworks, design systems, oversee data collection and analysis, make recommendations and prepare reports. · Consult on other areas of subject matter expertise. 	<p><i>Minimum years related experience:</i> 10</p> <p><i>Minimum education:</i> Graduate degree*</p> <p><i>Other qualifications:</i></p> <ul style="list-style-type: none"> · Expert level knowledge in applicable subject matter · Advanced training or certification in applicable subject matter

Labor Category	Functional Responsibilities	Minimum Requirements
Subject Matter Expert, Level II (SME2)	<p>Our SME2 may:</p> <ul style="list-style-type: none"> · Lead projects of a modest scale that may include assessment, planning, data gathering, analysis, feedback, recommendations, reports, and other related work. · Conduct experiential training in varying lengths and for various group sizes and audiences. · Develop non-training learning solutions, including providing feedback and coaching in one-on-one and group settings. · Work with individuals, teams and groups to improve management, leadership, conflict management, and/or related competencies and skills through coaching, dialogue, feedback and/or strategy discussions. · Consult on curriculum development, and design and edit curricula content, training, educational and program materials. · Facilitate group sessions to accomplish a variety of group objectives. Design group processes and manage group dynamics, including conflict. As needed, may record and summarize results of facilitated sessions. · Mediate workplace disputes and/or EEO complaints. · Investigate claims of discrimination, counsel employees or applicants for employment who are alleging EEO discrimination, serve as a neutral fact finder or final agency decision writer. · Consult on monitoring and evaluation efforts including develop evaluation schemes/frameworks, design systems, oversee data collection and analysis, make recommendations and prepare reports. · Consult on other areas of subject matter expertise. 	<p><i>Minimum years related experience: 5</i></p> <p><i>Minimum education: Graduate degree*</i></p> <p><i>Other qualifications:</i></p> <ul style="list-style-type: none"> · Well-versed in applicable subject matter · Training or certification in applicable subject matter

Labor Category	Functional Responsibilities	Minimum Requirements
Subject Matter Expert, Level I (SME1)	<p>Our SME1 may:</p> <ul style="list-style-type: none"> · Assist with all phases of a project, including assessment, planning, data gathering, analysis, feedback, recommendations, reports, and other related work. · Assist with and conduct portions of experiential training. · Work with non-executive individuals, teams and groups to improve competencies and skills through coaching, dialogue and feedback. · Assist with designing and editing curricula content, training, educational and program materials. · Assist with group facilitation, including acting as scribe, charting, and summarizing results. · Co-mediate workplace disputes and/or EEO complaints. · Assist with investigating claims of discrimination, counseling employees or applicants for employment who are alleging EEO discrimination, neutral fact finding or final agency decision writing. · Assist with monitoring and evaluation efforts, including system design and conducting data collection and analysis. · Assist with planning events and program administration needs, including but not limited to communications, scheduling, roster management, materials production, facilities coordination, participant tracking, etc. · Assist with research and consulting on other areas of subject matter expertise. 	<p><i>Minimum years related experience: 2</i></p> <p><i>Minimum education: Bachelor's degree</i></p> <p><i>Other qualifications:</i></p> <ul style="list-style-type: none"> · Working knowledge of applicable subject matter

GSA Prices

Labor Category	GSA Price November 2016	GSA Price November 2017	GSA Price November 2018	GSA Price November 2019	GSA Price November 2020
Arbitrator	\$ 385.39	\$ 393.10	\$ 400.96	\$ 408.98	\$ 417.16
Case Manager	\$ 151.13	\$ 154.15	\$ 157.24	\$ 160.38	\$ 163.59
Clinical Supervisor/Counselor	\$ 253.18	\$ 258.24	\$ 263.41	\$ 268.68	\$ 274.05
Executive/Leadership Coach	\$ 299.75	\$ 305.75	\$ 311.86	\$ 318.10	\$ 324.46
Program Director/Contract Manager	\$ 222.67	\$ 227.12	\$ 231.67	\$ 236.30	\$ 241.03
Program Administrator	\$ 108.41	\$ 110.58	\$ 112.79	\$ 115.05	\$ 117.35
Subject Matter Expert, Level IV	\$ 290.58	\$ 296.39	\$ 302.32	\$ 308.37	\$ 314.53
Subject Matter Expert, Level III	\$ 241.81	\$ 246.65	\$ 251.58	\$ 256.61	\$ 261.74
Subject Matter Expert, Level II	\$ 214.01	\$ 218.29	\$ 222.66	\$ 227.11	\$ 231.65
Subject Matter Expert, Level I	\$ 147.51	\$ 150.46	\$ 153.47	\$ 156.54	\$ 159.67