ADDITIONAL BUSINESS PROPOSAL INSTRUCTIONS

These additional Business Proposal instructions provide specific instructions and formatting for the Business Proposal. The information requested in these instructions should be used, along with Section L., to format and prepare the Business Proposal.

Offerors should utilize the FFRDC Statement of Work (SOW), Transition Task Order SOW, Sample Task Orders 1 and 2 SOWs, Section M, the RFP and its attachments in the development of their Business Proposals. Offerors should also give consideration to reference materials provided in the Virtual Library located on the FNLCR Acquisition Portal at http://ncioa.cancer.gov/oa-internet/fnlcr/index.html#/home.

The Government provides cost assumptions that offerors shall utilize in development of the Sample Task Orders 1 and 2 cost proposals and the Transition Task Order cost proposal. The provided cost assumptions are as follows:

- Key Personnel Position Descriptions (Appendix 1)
- Labor Category Assumptions (Appendix 2)
- Indirect Cost Rate Assumptions (Appendix 3)

Proposals must be prepared in two parts: Volume I, Technical Proposal and Volume II, Business Proposal. Each of the parts shall be separate and complete in itself so that evaluation of one may be accomplished independently of, and concurrently with, evaluation of the other. Information required for proposal evaluation which is not found in its designated volume will be assumed to have been omitted from the proposal. Cross-referencing between proposal volumes is not permitted; however, cross-referencing within a proposal volume is permitted.

When providing electronic copies of Volume II, Business proposal you must provide the following files:

- The first file must be a PDF of your Business Proposal, with all attachments, including the attachment entitled “Breakdown of Proposed Estimated Costs (plus Fee) and Labor Hours” Workbook. The PDF of the Business Proposal should enable the search function to the maximum extent practicable. Forms and/or documents requiring signature(s) may be scanned and must be merged into the Business Proposal file.

- The second file must be the “Breakdown of Proposed Estimated Costs (Plus Fee) and Labor Hours” Workbooks in their original Excel format with fully functioning formulas, not PDF.

Volume II, Business proposal is mandatory and must include all listed components; however, no page limit is specified for this volume. One original and three (3) paper copies and two (2) electronic copies via CD ROM shall be submitted in accordance with Section J, Attachment 1.

Volume II, Section 1: Introduction

A. Cover Page
See Section L.2.c.2. Proposal Cover Sheet

B. Table of Contents

Volume II, Section 2: Base IDIQ Information

(NOTE TO OFFERORS: There is no cost proposal required on the base IDIQ contract)

A. Parent Company Guarantee
The offeror shall provide a Parent Company Guarantee, as applicable. A parent company guarantee is a guarantee by a parent company of a subsidiary contractor's performance under its contract.

B. Small Business Subcontracting Plan
See Section L.2.c.6

a. Mentor-Protégé Program
See Section L.2.c.7

b. HUBZone Small Business Concerns
See Section L.2.c.8

C. Total Compensation Plan
See Section L.2.c.9

D. Other Administrative Data
See Section L.2.c.10

E. Subcontractors
See Section L.2.c.11

F. Proposer's Annual Financial Report
See Section L.2.c.12

G. Travel Costs/ Travel Policy
See Section L.2.c.13

H. Certification of Visas for Non-U.S. Citizens
See Section L.2.c.14

I. Past Performance
See Section L.2.a.19 and M.11

Volume II, Section 3: Transition Task Order Cost Proposal

The offeror shall provide one "Breakdown of Proposed Estimated Costs (plus Fee) and Labor Hours" Workbook (Section J, List of Attachments) for the Transition Task Order Cost Proposal. Offerors should note that this workbook will be one (1) of three (3) total submitted.

Cost assumptions for the Transition Task Order are in Appendices 1-3 herein.

NOTE: Fee proposed for the Transition Task Order will serve as the basis for negotiating the overall negotiated award fee percentage identified in Article B.4.a.2.

The Transition Task Order Cost Proposal will be used for evaluation, cost analysis, cost realism and the basis for award of the first task order. See Section M.2.

Volume II, Section 4: Sample Task Order 1 Cost Proposal

The offeror shall provide one "Breakdown of Proposed Estimated Costs (plus Fee) and Labor Hours" Workbook (Section J, List of Attachments) for Sample Task Order 1 Cost Proposal. Offerors should note that this workbook will be one (1) of three (3) total submitted.

Additional cost assumption will be provided for Sample Task Order 1; these assumptions are *TBD*, but will include the assumptions identified in Appendices 1-3 herein at a minimum.

The Sample Task Order 1 Cost Proposal will be used for technical evaluation purposes only.

Volume II, Section 5: Sample Task Order 2 Cost Proposal

The offeror shall provide one "Breakdown of Proposed Estimated Costs (plus Fee) and Labor Hours" Workbook (Section J, List of Attachments) for Sample Task Order 2 Cost Proposal. Offerors should note that this workbook will be one (1) of three (3) total submitted.

Additional cost assumption will be provided for Sample Task Order 2; these assumptions are *TBD,* but will include the assumptions identified in Appendices 1-3 herein at a minimum.

The Sample Task Order 2 Cost Proposal will be used for technical evaluation purposes only.

APPENDIX 1- KEY PERSONNEL POSITION DESCRIPTIONS

General Experience

It is highly desired that all Key Personnel have experience with Federal contracting. Experience in a life science/cancer research organization is highly desired.

Key Personnel must be detail-oriented and possess strong organizational skills with the ability to prioritize multiple, concurrent, complex tasks/projects. In addition, all must communicate effectively and proactively, orally and in writing, with all levels of customers - contractor and Government - regarding assigned duties; work with cross-functional teams to translate multi-level customer requirements and expectations into effective reporting and evaluation; and promote the philosophy, mission, and values of the Federally Funded Research and Development Center (FFRDC) to internal and external stakeholders.

President/Chief Executive Officer (CEO)

Position Description

The President/CEO serves as the Laboratory Director of the FFRDC and is responsible for leading the development and implementation of strategic vision for the management and operation of FFRDC and for translating the strategic vision into tactical and functional plans that drive operational efficiency and achievement of near-term and long-term goals that advance the FFRDC's research mission. Effective communication and coordination with National Cancer Institute (NCI) leadership is critical to the process of establishing and achieving these goals.

The President/CEO maintains familiarity with the evolving needs of the NCI, collaborates with NCI leadership to meet stated government goals, and communicates and translates vision and priorities to Contractor employees.

The President/CEO ensures the selection, development and retention of highly qualified personnel to maintain state of the art technical competencies, ensures appropriate oversight of quality efforts and quality assurance for the contract, and ensures appropriate liaison with local, state, and Federal elected officials to foster successful community relations.

The President/CEO reinforces FFRDC values and maximizes visibility nationwide and internationally, in collaboration with NCI; leads continuous improvement and process

optimization to ensure contract effectiveness and delivery in support of current and future strategic goals; and makes decisions regarding issues that may significantly impact the ability of the organization to achieve its overall objectives and long-range goals.

Qualification Requirements

The President/CEO must have knowledge of scientific principles related to large scale scientific programs, budgeting, contracting, government regulations, scientific operations, information technology, and program/project management as well as knowledge of regulatory requirements such as Food and Drug Administration (FDA), Current Good Manufacturing Practice (cGMP), Good Laboratory Practice (GLP) and the Federal Acquisition Regulation (FAR).

This individual should have demonstrated executive level leadership experience with large multidisciplinary biomedical research programs encompassing direct responsibility for scientific, administrative, and financial aspects of these programs.

The President/CEO must have a doctoral-level degree in a field relevant to oncology and/or translational research. Additional Board Certification in Oncology/Hematology, and/or Master of Business Administration (MBA) or equivalent, is highly desired. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to the educational requirements, a minimum of fifteen (15) years of progressively responsible experience at the executive management level within a relevant environment is desired.

Chief Financial Officer (CFO)

Position Description

The Chief Financial Officer, is responsible for activities related to the following program areas:

General Accounting: Maintain the Contractor's General Ledger and Expense registers and prepare financial reports; prepare contract incurred cost invoices; comply with Sarbanes-Oxley and related financial regulations.

Budget, Cost Management, and Contract Pricing: Develop in collaboration with FFRDC program areas an annual operating budget in accordance with contract terms; coordinate with the Prime Contract Administrator and NCI to manage contract funding; capture, report, and analyze financial data; develop and maintain contract pricing systems.

Accounts Payable & Payroll: Receive, verify, and process vendor invoices for payment; manage the Contractor time-charging and payroll processing system, prepare bi-weekly payrolls, remit all applicable payroll taxes and employee deductions; prepare and file all applicable payroll reports with state and Federal authorities.

Business Information Systems: Design, implement, and maintain business processes using enterprise resource programs such as CostPoint, Deltek, Sharepoint, Cognos, and Maximo.

Internal Audit: Perform financial and operational audits of FFRDC activities; report findings to Contractor senior leadership; coordinate, as required, with an internal corporate audit department; serve as the primary point of contact with all external audit authorities.

Qualification Requirements

The Chief Financial Officer must have knowledge of Federal cost reimbursable contracts including IDIQ Contracts, budgeting and managing costs for multiple concurrent projects in a funds-based environment, and working knowledge of contemporary enterprise resource programs, program and project management, science operations, and information technology.

The Chief Financial Officer must have a Certified Public Accountant (CPA) or Master's degree from an accredited college/university in Accounting. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to the educational requirements, a minimum of ten (10) or more years of progressively responsible relevant experience in Federal and commercial contracting financial management including a minimum of five (5) years in a senior leadership capacity. Experience within the biomedical R&D environment is highly desired.

Chief Medical Officer (CMO)

Position Description

The CMO leads clinical research support activities for major programs, including clinical trials, both domestic and international, relating to cancer, acquired immunodeficiency syndrome (AIDS), and emerging infectious diseases. The CMO is responsible, along with other members of the Key Personnel, for developing and implementing the Contractor's strategic vision for the management and operation of FFRDC and translating the strategic vision into tactical and

functional plans that drive operational efficiency and achievement of near-term and long-term goals, advancing the FFRDC's research mission. Effective communication and coordination with NCI leadership is critical to the process of establishing and achieving these goals.

Qualification Requirements

The CMO must have knowledge of clinical and research skills in medical oncology as well as application of leadership and management principles in large, complex organizations.

The CMO must have a Medical degree from an accredited university with a specialty appropriate to biomedical research and a current professional license in Medicine from the State of Maryland. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to educational requirements, a minimum of fifteen (15) years of progressively responsible relevant experience, including a minimum of ten (10) years' experience managing diverse clinical or basic research programs.

Chief Operating Officer (COO)

Position Description

The COO is responsible, along with other members of the Key Personnel, for developing and implementing the Contractor's strategic vision for the management and operation of FFRDC and translating the strategic vision into tactical and functional plans that drive operational efficiency and achievement of near-term and long-term goals that advance the FFRDC's research mission. Effective communication and coordination with the NCI leadership is critical to the process of establishing and achieving these goals. In directing the Operations Group, the COO ensures processes and policies are implemented in compliance with Contractor standards and state-of-the-art best operating practices. Ensures business processes comply with contractual and regulatory requirements to minimize risk to the Contractor. In close partnership with senior leadership across the organization, provides continuous improvement from a responsiveness, quality, compliance and cost perspective.

Qualification Requirements

The COO must have knowledge of systems utilized and program principles such as: Federal Acquisition Regulations (FAR), Commercial and Government Accounting and Auditing principles;

Federal Travel Regulations (FTR), Cost Accounting Standards (CAS), and contemporary enterprise resource planning systems featuring integrated procurement, receiving, accounts payable, pricing, project controls, cost and budgeting, human resources/payroll, and financial reporting systems.

It is highly recommended the COO have a Master's degree from an accredited college or university in Business or related field or fifteen (15) years related experience in lieu of degree. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to educational requirements, a minimum of fifteen (15) years of progressively responsible relevant experience in the Federal contracting environment, preferably in an IDIQ/Task Order contract. Experience must include a minimum of ten (10) years of experience in a senior leadership role supervising professional staff operating diverse contract services and programs. Experience within the biomedical R&D environment is highly desired.

Chief Science Officer (CSO)

Position Description

The CSO will work with Contractor's leadership to identify new scientific and technological opportunities which facilitate achievement of NCI's mission. The CSO will lead efforts to build extramural technology partnerships with academia, Government, and private sector partners. The CSO is responsible, along with other members of the Key Personnel, for developing and implementing the Contractor's strategic vision for the management and operation of FFRDC and translating the strategic vision into tactical and functional plans that drive operational efficiency and achievement of near-term and long-term goals that advance the FFRDC's research mission. Effective communication and coordination with NCI leadership is critical to the process of establishing and achieving these goals.

Qualification Requirements

The CSO must have demonstrated understanding of advanced biomedical technologies, such as next generation sequencing, proteomics, informatics, imaging, and nanotechnology, as well as their application to biomedical research and development. The CSO must have knowledge and

experience with project management, budgeting, and government regulations associated with drug discovery and development.

The CSO must have a Ph.D. from an accredited university in a relevant field or MD with extensive research experience preferred. Education or research emphasis must include a focus on cancer biology. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to educational requirements, a minimum of fifteen (15) years of progressively responsible relevant post-graduate experience, including a minimum of ten (10) years managing multiple concurrent complex biomedical programs/divisions.

Biopharmaceutical Development Program (BDP) Director

Position Description

The Director is responsible for the overall direction of the operations/manufacturing functions of the NCI's biopharmaceutical production facility for the development of experimental therapeutics for pre-clinical and Phase I and II clinical trials in cancer and other diseases. Responsibilities include overseeing manufacturing, quality control, materials and production control and manufacturing related engineering. All clinical grade production conforms to FDA cGMP guidelines for parenteral drug facilities. The Director is responsible for a staff of scientific and technical personnel who are able to assist investigators with technology transfer, process development and scale-up, and optimization of fermentation and product recovery conditions.

Qualification Requirements

The Director must have knowledge of systems utilized and program principles such as: cGMP regulatory requirements, industry standards, and issues applicable to Federal Drug Administration (FDA), Occupational Safety and Health Administration (OSHA) and the Environmental Protection Agency (EPA).

The Director must have a Doctoral degree from an accredited college or university appropriate to biopharmaceutical development. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to the educational

requirements, a minimum of fifteen (15) years of extensive management experience in a highly collaborative environment as well as demonstrated experience in integrating complex projects with previous exposure to all facets of cGMP operations.

Contracts and Acquisitions Director

Position Description

The Director is responsible for activities related to the following program areas:

Prime Contract Administration: Negotiation and administration of the Contractor's prime operating contract with the NCI for the operations and technical support of the FFRDC. Serves as the principal point of interface between the Contractor and the NCI for contractual issues.

Intellectual Property: Administration of the intellectual property (IP) provisions of the prime operating contract. Ensures that IP provisions are properly flowed-down to vendors and subcontractors. Supports the development of research partnerships between FFRDC and other organizations using Cooperative Research and Development Agreements, Material Transfer Agreements, and other related agreements.

Purchasing: Acquisition of commercially available goods and services. Mechanisms used to acquire these items include purchase orders, blanket order agreements, credit card purchases, and NIH e-commerce capabilities.

Research Subcontracts: Acquisition of research and operational goods and services that are not commercially available. Mechanisms used to acquire these items include cost reimbursable, fixed price, and other subcontracts. Many of these subcontracts require specialized acquisition strategies, involve intellectual property considerations, and support complex research initiatives of national and international importance.

Logistics Support: Management of the receiving, warehousing, distribution, property accountability, mail delivery, and transportation service activities to support the FFRDC.

Qualification Requirements

The Director must have knowledge of Federal and commercial prime contracts, purchasing, and subcontracting; materials and logistics management; business and contract law and regulations; intellectual property; risk management; contract pricing; budgeting and cost management;

contemporary enterprise resource planning Information Technology (IT) systems; program and project management; and information technology.

It is highly recommended the Director Contracts and Acquisitions, have a Master's degree from an accredited college or university in a field related to Business Administration or ten (10) years relevant experience in lieu of degree. Certified Professional Contract Administrator as well as senior-level Federal procurement experience (i.e., 1102 series experience at the GS-13 level or greater) are highly desired. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to the educational requirements, a minimum of ten (10) years of Federal contracting and acquisition experience with five (5) or more years in a senior leadership capacity. Experience within the biomedical research and development (R&D) environment is desired.

Data Science and Information Technology Program (DSITP) Director

Position Description

The Director is responsible for activities related to the following program areas:

Advanced Biomedical Computing Center (ABCC), which provides bioinformatics, mathematical simulation and modeling, image analysis and visualization, nano-informatics, and proteomic analysis expertise as well as core infrastructure support for scientific projects through database maintenance and development and scientific web application development.

Information Technology (IT) Operations Group (ITOG), which is responsible for computational servers, storage servers, and the FFRDC network with a focus on implementing enterprise IT best practices in the areas of computational services, storage, backup, and archiving; server consolidation and virtualization; network infrastructure; unification of voice, teleconferencing, and video communication technologies; and improved infrastructure for collocation of dedicated servers.

Information Security and Compliance Office (ISCO), which coordinates information and IT security policies and practices across NCI at Frederick and is responsible for security assessments, waivers, IT risk assessment, and working with NCI at Frederick IT groups to integrate "best practices" into IT planning and implementation.

Center for Biomedical Informatics and Information Technology (CBIIT) Technical Operations Support, which consists of several major categories of work related to the development and/or acquisition of biomedical informatics and other information technology resources, including: resource acquisition and subcontracting, project management and oversight, deliverable review, intellectual property and licensing negotiation, financial management, and coordination with other programs.

Program Administration and Operations (PAO) Office, which oversees the business operations, including financial management, contractual compliance, and procurement and travel. In addition, the office provides project management support to the portfolio of projects within the directorate.

Qualification Requirements

The Director must have knowledge of design, development, and delivery of complex information technology/management information systems. In addition, the Director must be able to understand the needs of the following areas: scientific computing, IT infrastructure, IT security, scientific research, finance, human resources, facilities maintenance, acquisitions, senior management, and computational/bioinformatics support.

Experience must include scientific applications of information technology as well as computer security. The Director must also have extensive demonstrated expertise in risk mitigation, project management, and a wide range of technical areas, to support flexible thinking and problem solving across a diverse IT work environment. In addition, the Director must have experience providing a strategic vision of scientific computing beyond the desktop with the ability to assess and evaluate risk, purchase, and successfully deploy new technologies and computer systems, as well as develop, champion, and implement short-term and long-term information technology strategy.

The Director must have a Master's degree from an accredited college/university in a relevant field. Ph.D., PMP certification, and experience working in a Federal contracting environment are highly desired. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to the educational requirements, a minimum of ten (10) years of progressively responsible relevant experience, including a minimum of five (5) years in a leadership capacity.

Human Resources Director

Position Description

The Director is responsible for the overall control, administration, coordination, and evaluation of the human resources function within the Contractor organization. The Director ensures the development and implementation of programs and policies encompassing employment/staffing, compensation, performance management, training, benefits, career management, succession planning, outplacement, and employee services. Formulates goals and objectives, directs day-to-day activities, and interprets department analyses. Ensures that human resources systems and processes are aligned with contemporary state-of-the-art best practices for operational efficiency and that those activities, policies and procedures meet Contractor objectives and regulatory requirements.

Qualification Requirements

The Director must have knowledge of principles and practices of employee relations, recruitment and retention, Affirmative Action, compensation, benefits, training, employee development, and organization effectiveness.

The Director must have a Master's degree from an accredited college/university in Human Resources. Senior Professional in Human Resources/Senior Certified Professional (SPHR/SPHR-SCP) Certification preferred. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to the educational requirements, a minimum of ten (10) years of progressively responsible relevant experience, with a minimum of five (5) years of experience in a senior leadership role supervising seasoned staff. Experience within the biomedical R&D environment is desired.

Project Management Operations Director

Position Description

The Director, Project Management Operations Office (PMO), provides organizational leadership on project management, monitoring, and execution for the FFRDC. The primary objective of the PMO is to provide visibility into cost, schedule and performance on the project portfolio and address emerging issues in a timely manner with all stakeholders. This requires applying

knowledge of the diverse customer mission, the unique role of the FFRDC, project management fundamentals, and issue resolution strategies. The Director ensures the oversight of key elements of project delivery including new project intake, project execution oversight and operational alignment of scientific and technical capabilities.

The Director is responsible for leading the PMO staff and line organization project managers to execute established project management procedures. The Director leads personnel and allocates resources for:

- Providing project oversight and management of a large Indefinite Delivery, Indefinite Quantity (IDIQ) contract.
- Performing project management duties on surge requests or temporary assignments for the project managers in the scientific and technical programs.
- Evaluating data and metrics to develop new reports that portray the project landscape across the FFRDC.
- Providing scientific leadership in the proposal development and evaluation process.
- Training project managers on project management procedures.

The Director is responsible for communicating and leading at multiple organizational levels and working in cross functional areas, understanding the needs and requirements across the organization. In addition, this individual proposes new strategies to improve project delivery; resolves project management or execution issues; and engages with key stakeholders including project and line management, executive leadership, and Government representatives.

Qualification Requirements

The Director, Project Management Operations Office, must have knowledge of life sciences laboratory operations; demonstrated experience in the development of complex technical proposals with detailed schedule and budget; and extensive experience in the execution of complex life science projects with continuous risk assessment and mitigation, schedule and budget management, status reporting, project conflict resolution, customer relationship management, management of development projects and processes, and experience working in a highly integrated, multi-disciplinary environment.

The Director, Project Management Operations Office, must have a Master's degree from an accredited college/university in a life sciences field as well as Project Management Professional Certification (PMP); Ph.D. is highly desired. Foreign educated candidates who have completed part or all of their education outside of the United States must have their foreign education evaluated by a Contractor-approved accrediting organization to assure that it has met the equivalency of the qualifications of degree work in the United States. In addition to educational

requirements, a minimum of ten (10) years progressive experience in project management for science or technical projects for Federal or Commercial customers as well as five (5) years relevant leadership experience, with demonstrated competency in the full range of stakeholder management, either as a direct manager or influencer.

APPENDIX 2- LABOR CATEGORY ASSUMPTIONS

The FFRDC labor, exclusive of key personnel, is separated into four (4) labor categories: 1) Administrative, 2) Information Technology, 3) Life Sciences, and 4) Biotechnology/Regulatory. Each labor category section (below) includes a description, examples of position titles, and pay ranges subdivided into low, mid, and high groups.

Administrative

This job family includes positions with a primary job responsibility in: administrative functions in support of other programs – including procurement, human resources, financial, facilities maintenance engineering (FME), contracts, and logistics; directorate and program management; and positions that could be classified under multiple salary bands – including nurses, nurse practitioners, physicians, administrative and documentation support, and project managers.

1. **Administrative – Low**

This job family has a pay range from $15.00 to $ 60.00. This job family includes, but is not limited to the following:

Buyer
Documentation Specialist II
Associate, Clinical Health
Associate, Senior Benefits
Buyer, Senior
Editor
Illustrator, Senior
Admin, Purchasing
Auditor I
Buyer, Lead
Coordinator, Clinical
Coordinator, Prime Contract
Coordinator, Vehicle Fleet
Operator
Nurse, Occupational Health
Specialist, Supplies & Scientific Equipment
Supervisor, Conference Center
Supervisor, Editorial
Analyst, Project Cost
Business Analyst I
Coordinator II, Building
Coordinator, cGMP
Coordinator, Publications
Coordinator, Second Work
Engineer II
Financial Analyst I
Nurse Case Manager I
Nurse I, Clinical Respiratory Therapist
Supervisor, Warehouse Operations
Supervisor, Property Acct
Supervisor, Receiving & Delivery
Supervisor, Transportation
Accountant III
Admin, Clinical Program
Administrator, IRB
Coordinator III, Building
Coordinator, Senior Program
Legal Assistant (IP/RC)
Project Manager I
Specialist, Senior Employment
Specialist, Senior Technical
Senior Graphic Designer
Subcontracts Admin
Supervisor, Acquisition Support
Supervisor, Service Worker
Admin, Construction
Analyst, Compensation
Documentation Spec IV
Financial Analyst II
Nurse Case Manager II
Supervisor, Carpet & Paint
Supervisor, Electric
Supervisor, HVAC
Supervisor, Sheet metal/Welder
Admin, Prime Contract
Admin, Special Projects
Assistant Manager, Purchasing
Associate, Technology Transfer
Designer, Senior
Engineer III
Financial Analyst III
Financial Systems Analyst III
Manager, SPGM
Manager, Benefits

Manager, Facilities cGMP	Admin, CTEP	Nurse Case Manager III
Nurse Practitioner I	Business Analyst III	Nurse Practitioner II
Physician Assistant I	Dir, Logistics & Property	Physician Assistant II
Program Manager I	Manager, Employee Relations	Physician Extender
Project Manager II	Manager, Internal Audit	Protocol Nurse Coordinator II
Protocol Nurse Coordinator I	Manager, Payroll	Supervisor, Financial Analysis
Specialist, Communications	Manager, Protective Services	Technical Project Manager, Associate
Subcontracts Admin, Senior		

2. Administrative – Mid

This job family has a pay range from $35.00 to $85.00. This job family includes, but is not limited to the following:

Admin, Senior Special Projects	Manager, Contract Management Support	Controller
Clinical Nurse Admin	Manager, Operations & Maintenance	Dir, Contracts
Engineer IV	Partnership Alliance Manager	Manager, Occupational Health Services
Manager, Compensation & HRIS	Program Manager II	Manager, Procurement Management Office
Manager, General Accounting	Project Control Spec, Lead	Project Manager, Senior (FME)
Manager, Purchasing	Protocol Nurse Coordinator III	Director, Administrative
Manager, Subcontracts	Supervisor, Project Controls	Director, Clinical Support Services
Project Manager III	Associate Dir, Human Resources	Director, Public Affairs
Supervisor, Construction & Building Operations	Associate Dir, Subcontracts	Manager, Engineering
Manager, Business Analyst		Manager, Project Operations (FME)

3. Administrative - High

This job family has a pay range from $55.00 to $85.00. This job family includes, but is not limited to the following:

Director, Financial & Cost Analysis	Director, Resource Programs Admin	Director, FME
Director, IP & Strategic Agreements	Director, Management Support	Director, PDO

<u>Information Technology</u>

This job family includes positions with a primary job responsibility in: information technology - including bioinformatics, database administration, programming, software development, security analysis, network administration, web development and web content management, systems administration, technical Project management and helpdesk related activities.

1. Information Technology – Low

This job family has a pay range from $20.00 to $60.00. This job family includes, but is not limited to the following:

Helpdesk Specialist I	Data Center Coordinator	Bioinformatics Analyst II
LAN/Network Specialist I	Systems Admin II	Database Program II
Bioinformatics Analyst I	LAN/Network Specialist III	Systems Admin III
LAN/Network Specialist II	Program Analyst II	
Web Developer I	Web Developer II	

2. Information Technology – Mid

This job family has a pay range from $35.00 to $85.00. This job family includes, but is not limited to the following:

IT Security Analyst II	Database Program III	Manager, Systems Program Technology
LAN/Network Specialist IV	IT Security Analyst III	Program Analyst IV
Program Analyst III	Web Developer III	Database Architect
Systems Admin IV	Bioinformatics Analyst IV	IT Manager I
Web Content Manager	Manager, Scientific Comp & Program	Technical Project Manager I
Bioinformatics Analyst III		
Database Admin IV		

3. Information Technology – High

This job family has a pay range from $55.00 to $85.00. This job family includes, but is not limited to the following:

Bioinformatics Scientist II	Bioinformatics Scientist III	Technical Program Manager III
IT Manager II	IT Manager III	IT Manager IV
Technical Project Manager II		

<u>Life Sciences</u>

This job family includes positions with a primary job responsibility in: life sciences, research and development, animal care and support, environment, health, and safety (EHS), and post-doctoral.

1. Life Sciences – Low

This job family has a pay range from $15.00 to $60.00. This job family includes, but is not limited to the following:

Post-Doctoral Fellow	Specialist, Senior Occupational Safety	Research Associate II
Spec, Occupational Safety	Supervisor II, Animal Care	Veterinary Associate
Supervisor I, Animal Care	Biostatistician I	Manager, Senior Tech Operator
Research Associate I	Manager, Tech Operator	Research Associate III

Admin, IACUC QA	Scientist I	Manager, Safety Program
Safety/Environment Officer, Associate	Scientist, Associate	Scientific Administrator
Biostatistician II	Team Leader, Genomics	Scientist II
Engineer, Senior	Engineer III, Research	Scientist, Behavioral
Instrument	Manager, Animal Facilities	Scientist, Computational
Safety/Environment Officer	Operator	
	Manager Animal Health Diagnosis	

2. Life Sciences – Mid

This job family has a pay range from $40.00 to $85.00. This job family includes, but is not limited to the following:

Biostatistician III	Associate Director, Imaging Physics	Director, Clinical Proteomics
Coordinator, LASP QA	Director, Biorepository	Director, Laboratory
Manager, Product Control	Director, Bus Development	Director, Protein Express
Physician I	Director, Operations	Physician II
Scientific Administrator, Senior	Manager, Laboratory	Scientist, Senior Principle
Scientist, Senior	Scientist, Principle	Scientist/PI Senior Principle
Scientist, Senior Behavioral	Scientist/PI, Principle	Staff Pathologist, Senior
Scientist, Senior Computational	Scientist/PM, Principle	Veterinarian Animal Program
Scientist, Senior/Section Leader	Director, Senior Operations	
	Scientist, Medical Affairs I	
	Staff Pathologist	

3. Life Sciences – High

This job family has a pay range from $75.00 to $85.00. This job family includes, but is not limited to the following:

Associate Director, Applied/Dev	Director, AIDS CV Program	Director, CRTP
Scientist, Medical Affairs II	Director, Animal Program	Director EHS
Veterinarian, Senior Animal Program	Physician III	
	Director, Applied/Dev	
	Director, Basic Sciences	

Biotechnology/Regulatory

This job family includes positions with a primary job responsibility in: regulatory aspects of clinical trials – including clinical research, regulatory, protocol navigation, clinical trials and project management, clinical safety and medical monitoring, clinical pharmaceutical, and clinical training; biotechnology in cGMP environments – including manufacturing, development, materials management, quality control, and validation; and regulatory in cGMP -quality assurance.

1. Biotechnology/Regulatory-Low

This job family has a pay range from $20.00 to $65.00. This job family includes, but is not limited to the following:

Manufacturing Associate II
Manufacturing Associate II-Fermentation
Proc Spec II
Clinical Research Associate I
QC Analyst II
Manufacturing Associate III
Manufacturing Associate III-Fermentation
QA Spec II
Regulatory Associate I
Development Associate III
Materials Planner
Clinical Res Associate II
Development Associate IV
Development Scientist II
Manufacturing Associate IV-Fermentation
Manufacturing Manager I
Material Manufacturing Manager I
Medical Writer II
Psychometrician
QA Specialist III
QC Analyst III
Regulatory Associate II
Specialist, Clinical Training
Technical Writer III
Clinical Project Manager, Associate
Clinical Safety Associate
Clinical Research Associate III
Development Engineer III
Medical Writer III
QA Manager I
QA Specialist IV
QC Analyst IV
QC Manager I
Regulatory Associate III
Validation Engineer III
Clinical Project Manager I
Development Scientist III
Manager, IND

2. Biotechnology/Regulatory-Mid

This job family has a pay range from $40.00 to $85.00. This job family includes, but is not limited to the following:

Admin, Clinical Trials
Clinical Pharmacist
Medical Writer IV
Manager, Clinical Training
QA Manager II
QC Manager II
Technical Writer IV
Validation Engineer IV
Clinical Project Manager II
Development Scientist IV
Director, QA (Non-cGMP)
Manager, Senior IND
Clinical Trials Manager II
Manufacturing Manager III
Medical Writer V
QA Manager III
QC Manager III
Clinical Project Manager III
Medical Monitor

3. Biotechnology/Regulatory-High

This job family has a pay range from $60.00 to $85.00. This job family includes, but is not limited to the following:

Clinical Project Manager IV
Director, Regulatory Affairs
Manufacturing Manager IV
QC Manager IV
QA Manager IV
Director, VCMP

APPENDIX 3- INDIRECT COST RATE ASSUMPTIONS			
Rates	Cost Pool	Cost Pool Descriptions	Allocation Base
TBD %	Fringe	The expenses in the fringe pool would consist of costs for retirement programs, health insurance, payroll taxes, employee incentives, paid time off, accrued vacation, etc.	Total Direct Labor
TBD %	Materials, Equipment, and Subcontracts (MES)	The expenses in the MES cost pool would consist of the staff responsible for: purchasing materials and equipment, and entering into subcontracts, warehouse costs, transportation, property, and logistical support.	Total Material & Supplies, Equipment, and Subcontract costs
TBD %	General Overhead	The expenses in the General Overhead pool would consist of labor and other expenses that apply to all contract work (all task orders). For example, such costs may include, but are not limited to: program supervision, project management, and finance, etc.	Total Direct Labor
TBD %	Vaccine Clinical Materials Program (VCMP) Overhead	The expenses in the VCMP overhead pool would consist of the management and support specific to the various VCMP programs. This may include, but is not limited to the Vaccine Pilot Plant facility, equipment, and maintenance costs.	VCMP Total Direct Costs
TBD %	Applied/Clinical Overhead	The expenses in the Applied/Clinical Overhead pool would consist of the management and support to the various Applied and Clinical programs. For example, such costs may include, but are not limited to: program supervision, project management, and finance, etc.	ADRD and CRD Direct Labor
TBD %	General & Administrative	The expenses in the G&A pool would consist of general management and administrative costs of the contract as a whole. For example, such costs may include, but are not limited to the Key Personnel, Executive Leadership Team, public affairs, and insurance.	Total Costs