

## 2016 State Term Schedule Renewal Proposal Ohio State Term Schedule Pricelist

**Company:** ARMADA Ltd.  
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Powell, OH 43065

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**Main:** 614.431.9700  
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**Business Size:** Service Disabled Veteran Owned Small Business

**Price List Effective Date:** December 20, 2015

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# ARMADA

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## **About ARMADA Ltd**

Headquartered in Central Ohio, ARMADA's core business is to provide preparedness and protection solutions to our Clients. Our senior staff comes from various backgrounds including public safety; healthcare emergency preparedness; local, state & federal law enforcement; homeland security and emergency management. With over 450 years of leadership experience, ARMADA is a world-class provider of Mitigation, Prevention, Preparedness, Protection, Response and Recovery solutions.

ARMADA provides four primary capabilities which include; Consulting, Training, Protective Services and Investigation / Intelligence solutions. ARMADA helps businesses, governments, schools, universities, healthcare entities, retail enterprises and other organizations by offering services that assist with mitigating and managing risk to people, assets, information, reputation and infrastructure. ARMADA has supported organizations and communities with establishing emergency management, disaster recovery, crisis management and continuity of operation plans as well as related training and exercises. Being an Ohio based company with Ohio knowledge, skills, and abilities, coupled with the experiences we gained by supporting national homeland security and preparedness projects, we are confident we can provide unmatched services to support the State of Ohio. All our services are based on industry and government best practices and were developed to enhance the public / private partnerships, sharing of information, improve processes, and provide access to tools needed to support today's global protection and preparedness challenges. We continue to provide entities and communities with a variety of homeland security and national preparedness services such as strategic planning; capability assessments, gap analysis, project management, hazard mitigation planning, risk assessments, technology integration and training.

## **Services**

### ***Physical Security Assessments / Security Threat & Vulnerability Assessments***

To ensure your organization/community is properly prepared for a terrorist attack, natural disaster, information security breach, or other crisis, you must first understand your assets, threats, risks and vulnerabilities. ARMADA is prepared to support your team in completing a comprehensive threat / vulnerability assessment. We are well versed on a variety of assessment models to include: Observation / Recommendation Findings Assessment, CARVER, HLS CAM, and Homeland Security - Security Threat & Vulnerability Assessments. Our real-world experienced Team will offer an in-depth evaluation of your organization's/community's risk. We rank our findings by priority and provide you with comprehensive and cost-effective recommendations for improving your entity's preparedness and protection posture.

### ***Threat (Human Behavior) Assessments***

According to recent studies, workplace and school violence is the number one concern for most Directors of Security, Directors of Public Safety, Chiefs of Police and Security Professionals alike. However, just because a person makes a threat doesn't mean they pose a threat. Is your team trained to investigate the circumstances and behaviors surrounding a potentially violent situation? Does your organization properly evaluate the facts surrounding the threat and make educated decisions? If not, we can help.

ARMADA will help your team assess the level of danger, define the current and potential threat situation, assist with forming a plan, help you analyze your vulnerabilities, as well as identify the specially trained personnel, manpower, logistics, equipment and administrative requirements needed to help ensure a successful resolution.

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### ***Workplace Violence Management***

Just because your organization has a workplace violence prevention *policy* doesn't mean your organization has an effective workplace violence *program*.

ARMADA can assist your organization with developing a comprehensive Workplace Violence Prevention Program, not just with establishing a policy. ARMADA's comprehensive program includes components such as;

- Establishing a Company Position
- Threat Assessment Team Composition
- Developing Guidelines
- Training
- Management of Workplace Violence Incidents
- Threat Assessments
- Action Steps and Safety Precautions
- Maintaining Awareness & Incident Follow-up
- Relationship Building

### ***Business Continuity Planning/Continuity of Operations/Continuity of Government/Disaster Recovery Planning***

You have invested a lot of time and effort into getting your business/community/entity where it is today. You have established a good reputation with your customers/stakeholders, suppliers and community. Now imagine that all you have worked for was to go up in smoke, hit by a flash-flood, "blown away" by a tornado, demolished by an earthquake, or shut down due to a workplace violence incident or network/infrastructure virus.

As a member of management, organizational or community leader, you need to protect your organization/community from disruptions and safeguard your clients, customers and communities from delays in service, deliveries, response failures, and corrupted or compromised data.

ARMADA is your partner when it comes to establishing Business Continuity Planning, Continuity of Operations, Continuity of Government or Disaster Recovery Planning for your entity, organization or community.

### ***Workshops, Drills and Exercises***

Whether it's a workshop, tabletop exercise, drill, functional exercise, or a full-scale scenario based exercise, ARMADA will develop, facilitate, and evaluate the exercise and ensure you receive the most beneficial results possible. ARMADA's subject matter experts will ensure your exercise is compliant with all necessary organizational and governmental standards. In addition, ARMADA can provide role-players, including foreign language speaking personnel, to ensure the exercises are as realistic as possible.

### ***Training***

ARMADA's training classes can be presented in either face-to-face or web-based formats. The method of teaching is, Explain, Demonstrate, Practice, then Apply the concept. Training in this fashion helps ensure



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the students are not just fed information (which they can easily forget), but allows the student to begin building muscle memory and reflective responses. In addition, the training techniques are reinforced by having the students participate in real life training scenarios or exercises.

**Courses include, but not limited to:**

- Workplace Violence Prevention – Employee
- Workplace Violence Prevention Management
- Threat Assessments (Human Behaviors)
- Terminating / Suspending Employees in a Same Manner
- Victimization Reduction
- Street Smart Survival
- Travel Safety & Security (domestic and international)
- How to Conduct Investigations
- Interviewing/Interrogations
- Firearms (handgun, rifle, shotgun)
- Executive Protection
- Active Threat / Active Shooter Response (Tactical & Non-Tactical)
- Media Relations

### ***Security Project Management***

The ARMADA team consists of industry leaders in design, development, and overall security project management. ARMADA's staff has successfully overseen the development and construction of multi-million dollar security projects that include manufacturing plants, distribution sites, training facilities, office buildings, and military installations.

We will work closely with our customers to develop requests for proposals (RFP), review the submitted bids and ultimately assist in the selection of appropriate vendors. Additionally, we will diligently oversee the project to ensure all intrusion detection, CCTV, access control, barrier control, biometric devices, and force protection related systems are installed as outlined in the RFP, and within the prescribed budget and timeline. We can also assist you with managing existing security and monitoring contracts.

### ***Technology Integration***

The 21st century is the era of technology. Knowing which security technology can be integrated into an existing system, or knowing what system should be purchased to do what your existing system cannot, is difficult. Trying to make the correct choice is even more difficult when operating within constrained budgets and timelines.

ARMADA's staff has the experience and customer focus to assist your organization with selecting the proper security technology solution to effectively mitigate risk to your organization. Whether it is intrusion detection, CCTV, access control, barrier control, biometrics or another risk mitigation technology, we will help you make the right choice the first time.



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### ***Manpower Studies (Public Safety, Security Department, Campus Safety, First Responder Department, Emergency Management Agency, Dispatch Centers, Park Ranger, Executive Protection Teams, other similar agencies or departments)***

Conducting a manpower studies is a valuable tool for organization/department leaders who are seeking to strengthen the quality of their program and improve processes or outcomes that the Organization/Department provides to internal and external clients. The goal of the manpower studies administered by ARMADA is to assist leaders with answers basic questions regarding the organization's/department's effectiveness in comparison to best practices and similar organizations/departments. Items that may evaluated include:

- Mission, Vision & Goals - Are there established and defined departmental objectives, mission, vision, and goals
- Standards - Analysis of existing standard operating procedures, polices, procedures and guidelines in which team members are trained to, and standards in which the team members are held it.
- Team Structure – Appraisal of the Organization's/Department's structure, internal and external interaction as well as understanding how the team members are deployed in support of the Organization's/Department's objectives, mission, vision and goals
- Strategic Vision – how organizational/department leaders maintain appropriate levels of standardization, yet implement change as the organization/department grows or as the security and preparedness culture changes
- Develop New/Revised Strategies – Leadership's ability to recognize the life cycle of the services in which the Organization/Department provides, and incorporates lessons learned and best practices into the evolution of the Department
- Business Case – Leadership's ability to develop, facilitate and manage business case analysis in support of operational, resource, and project specific strategy implementation
- Monitoring & Managing Results – mapping results against a defined strategy, taking corrective actions, which may result in amending departmental objectives/strategies, identifying the internal and external factors that are favorable and unfavorable to achieve new objectives

The manpower studies typically included the deployment of web-surveys, interviews, “ride-alongs”/witness operations, and the review of numerous documents including but not limited to; job descriptions, resumes of current team members, organizational charts, policies, procedures, plans, standard operating procedures, training./training standards, as well as how all the “pieces” (plans, policies, qualifications, training, staffing plans, etc.) work together.

### ***Executive / VIP Protection***

With decades of experience, ARMADA's staff is ready to share their knowledge, expertise, and proven techniques. We offer a wide range of protection services, which include establishing or enhancing your organization's executive protection program, supporting protective intelligence efforts, or providing your executives and VIP's with the peace of mind and appropriate level of security. Whether it is a long term protection operation or a special event, ARMADA can provide unprecedented and professional protection to your executives, VIP's and their families. Our staff can help you be proactive in today's environment where a variety of threats, such as workplace violence, acts of terrorism or other potentially dangerous or deadly acts toward an organization's leadership are not uncommon.



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## ***Investigation Capabilities***

ARMADA is a professional security solutions company that has developed its investigations division to meet the needs of organizations and large corporate companies alike. ARMADA's investigative objectives can be tailored to the needs of the client resulting in a professional, comprehensive and confidential investigative product based on facts. ARMADA is completely dedicated to our clients. We can provide assurance that you will not find a more professional staff with a genuine concern for exceeding your expectations.

### **ARMADA's Investigative Capabilities**

- Theft
- Fraud (check, credit card, counterfeiting)
- Embezzlement
- Robbery
- Assault
- Workplace Violence / Critical Incident
- Diversion of Controlled Substances
- Due Diligence
- Forensic Accounting
- Trade Secrets
- Intellectual Property
- Insider Trading
- Supply Chain Losses
- Workers Compensation
- Neglect & Abuse
- Litigation Support
- Threat Assessment Investigations
- Cold Case Investigations



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## Price List

### Workshops, Drills and Exercises

Providing opportunities to exercise emergency management/preparedness plans is the best method for ensuring a complete understanding by personnel and identifying gaps prior to a real world situation. Ohio revised code 3319.31 requires schools to adopt emergency management plans and test the plans annually. In addition, many State and Federal agencies and institutions require preparedness plans to be exercised on an annual basis. Whether it's an annual requirement, validation of a new plan, policy or procedure or has just been many years since you tested your plans, ARMADA stands ready to support Clients with designing, facilitating and evaluating exercises followed by the comprehensive developed of an after-action/improvement plans.

The Homeland Security Exercise Evaluation Program (HSEEP) outlines a series of recommended meetings, documents and processes to follow in order to ensure an effective exercise design, facilitation and evaluation. ARMADA Ltd.'s exercise program embraces the tenants of HSEEP, yet emphasizes customization of the exercise process and materials to ensure the exercise meets the specific needs of the organization(s) participating in the exercise, drill or workshop.

Below are firm fixed prices for workshops, drills and exercises. The firm fixed prices include all labor and expenses necessary to design, facilitate, evaluate exercises and support after action plan development efforts. If the outlined scope of work or level of effort listed within the firm fixed price does not meet the specific needs of the Client, ARMADA will custom develop a scope of work and cost proposal utilizing our state term labor categories to ensure the Client's specific needs are met.

Workshop Cost (includes (2) facilitators and all Contractor staff travel, per diem, incidental expenses and deliverables) for (1) four hour Workshop attended by forty (40) participants or less *Space to conduct the planning meetings and Workshop included/provided by the Client at no cost to ARMADA			
	Item	Description	Cost Per Deliverable
	a	Initial Planning Meeting (IPM)	\$3,612.84
	b	PowerPoint Presentation Development for the Interactive Workshop Presentation	\$986.38
	c	Scenario Development/Student Handout Development, Publishing and Shipping	\$1,312.29
	d	Workshop Support Materials (i.e. badges, sign-in sheets, table tents, etc.)	\$377.42
	e	Cost for Facilitators/Support Staff	\$4,082.36
		<b>Workshop Cost: Total</b>	<b>\$10,371.28</b>



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Level I Tabletop Exercise (TTX) Cost (includes (2) Planners who will also serve as Facilitators and includes all Contractor staff travel, per diem, incidental expenses and deliverables) for forty (40) participants or less, grouped around one (1) large U-shaped table or a maximum of two (2) tables. \*Space to conduct the planning meetings and TTX included/provided by the Client at no cost to ARMADA

Item	Description	Cost Per Deliverable
a	Initial Planning Meeting (IPM)	\$3,294.11
b	Final Planning Meeting (FPM)	\$4,761.78
c	PowerPoint Presentation Development for the Interactive Exercise Presentation and pre/post exercise briefings	\$1,036.56
d	Scenario Development/Situation Manual Development (including all appendices), Publishing and Shipping	\$1,326.29
e	Exercise Support Materials (i.e. badges, sign-in sheets, table tents, etc.)	\$377.42
f	Cost for Facilitators/Support Staff	\$3,587.36
g	After Action Report/Improvement Plan (AAR/IP) Development, Publishing and Shipping	\$3,475.41
h	After Action Meeting (AAM)	\$1,612.87
<b>Level I Tabletop Exercise Cost: Total</b>		<b>\$19,471.80</b>

Level II Tabletop Exercise (TTX) Cost (includes (2) Planners who will also serve as Facilitators, (3) Controllers and including all Contractor staff travel, per diem, incidental expenses and deliverables) for forty-one (41) to one hundred twenty (120) participants, grouped at a maximum of six (6) tables. \*Space to conduct the planning meetings and TTX included/provided by the Client at no cost to ARMADA

Item	Description	Cost Per Deliverable
a	Initial Planning Meeting (IPM)	\$4,314.37
b	Final Planning Meeting (FPM)	\$4,097.42
c	PowerPoint Presentation Development for the Interactive Exercise Presentation and pre/post exercise briefings	\$656.39
d	Scenario Development/Situation Manual Development (including all appendices), Publishing and Shipping	\$1,341.29
e	Exercise Support Materials (i.e. badges, sign-in sheets, table tents, etc.)	\$477.42
f	Cost for Facilitators/Support Staff	\$10,525.50
g	After Action Report/Improvement Plan (AAR/IP) Development, Publishing and Shipping	\$7,272.56
h	After Action Meeting (AAM)	\$2,309.60
<b>Level II Tabletop Exercise Cost: Total</b>		<b>\$30,994.54</b>



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Functional Exercise (FE) Cost (including (2) Planners, (6) Controllers and all Contractor staff travel, per diem, incidental expenses and deliverables). *Space to conduct the planning meetings and the exercise included/provided by the Client at no cost to ARMADA		
Item	Description	Cost Per Deliverable
a	Initial Planning Meeting (IPM)	\$4,980.40
b	Mid Planning Meeting (MPM)	\$5,618.43
c	Final Planning Meeting (FPM)	\$5,482.85
d	Cost for development of Exercise Plan (ExPlan), Controller/Evaluator (C/E) Handbook, Player Guide, Master Scenario Events List (MSEL) and Scenario Development	\$2,151.02
e	PowerPoint Presentation Development for Player, Controller, Simulator, Evaluator, Actor/Victim and Hospital briefings and debriefings	\$8,756.34
f	Exercise Support Materials (i.e. badges, sign-in sheets, table tents, controller and evaluator packets, etc.)	\$1,966.54
g	Cost for exercise controllers/support staff	\$26,405.86
h	After Action Report/Improvement Plan (AAR/IP) Development, Publishing and Shipping	\$10,791.89
i	After Action Meeting (AAM)	\$2,309.60
<b>Functional Exercise Cost: Total</b>		<b>\$68,462.92</b>

Full Scale Exercise (FSE) Cost (including (2) Planners, (6) Controllers and all Contractor staff travel, per diem, incidental expenses and deliverables). *Space to conduct the planning meetings and the exercise included/provided by the Client at no cost to ARMADA		
Item	Description	Cost Per Deliverable
a	Initial Planning Meeting (IPM)	\$4,985.20
b	Mid Planning Meeting (MPM)	\$5,623.23
c	Final Planning Meeting (FPM)	\$5,487.65
d	Cost for development of Exercise Plan (ExPlan), Controller/Evaluator (C/E) Handbook, Player Guide, Master Scenario Events List (MSEL) and Scenario Development	\$2,452.61
e	PowerPoint Presentation Development for Player, Controller, Simulator, Evaluator, Actor/Victim and Hospital briefings and debriefings	\$5,881.34
f	Exercise Support Materials (i.e. badges, sign-in sheets, table tents, victim tags, forms, controller and evaluator packets, actor waiver forms, marking tape, etc.)	\$3,273.78
g	Cost for exercise controllers/support staff	\$29,710.66
h	After Action Report/Improvement Plan (AAR/IP) Development, Publishing and Shipping	\$10,791.89
i	After Action Meeting (AAM)	\$2,314.40
<b>Full Scale Exercise Cost: Total</b>		<b>\$70,520.76</b>

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## Labor Rates

State Term Schedule Labor Rates	2016-2017	
	Cont. Site	Client Site
Administrative Assistant	\$38.44	\$32.45
Administrative Assistant II	\$59.46	\$50.18
Administrative Security Services	\$64.27	\$54.23
Graphic Artist	\$70.89	\$59.80
Technical Writer	\$74.48	\$62.85
Web Application Developer	\$76.89	\$64.88
Associate I - Jr	\$112.94	\$95.30
Associate II - Associate	\$143.58	\$121.13
Associate III - Lead	\$184.42	\$155.61
Associate IV - Senior	\$211.46	\$178.40
Associate V - Principal	\$276.33	\$233.15
Communications I - Jr.	\$68.48	\$57.78
Communications II - Assoc	\$87.09	\$73.50
Communications III - Lead / Media Relations Coordinator	\$111.14	\$93.77
Communications IV - Senior / Deputy PIO	\$171.81	\$144.95
Communications V - Principal / PIO	\$218.65	\$184.50
Computer Security / Software Engineer I - Jr.	\$72.07	\$60.83
Computer Security / Software Engineer II - Assoc.	\$91.30	\$77.05
Computer Security / Software Engineer III - Lead	\$115.34	\$97.33
Computer Security / Software Engineer IV - Senior	\$138.77	\$117.08
Computer Security / Software Engineer V - Principal	\$257.10	\$216.94
Computer Specialist / Programmer I – Jr.	\$65.48	\$55.26
Computer Specialist / Programmer II - Assoc.	\$92.50	\$78.05
Computer Specialist / Programmer III - Lead	\$103.32	\$87.18
Computer Specialist / Programmer IV - Senior	\$142.37	\$120.13
Computer Specialist / Programmer V - Principal	\$159.19	\$134.32
Consultant I – Jr.	\$139.36	\$117.60
Consultant II - Associate	\$165.19	\$139.38
Consultant III - Lead	\$199.44	\$168.28
Consultant IV - Senior	\$247.50	\$208.83
Consultant V - Principal	\$372.44	\$314.25
Facilitator I - Jr.	\$96.12	\$81.10
Facilitator II - Assoc.	\$114.13	\$96.30
Facilitator III - Lead	\$148.97	\$125.70
Facilitator IV - Senior	\$264.31	\$223.03
Facilitator V -Principal	\$341.21	\$287.90
Facility Technician - I	\$49.25	\$41.55
Facility Supervisor - II	\$60.08	\$50.68

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Facility Manager - III	\$85.30	\$71.98
HLS/EM Coordinator I – Jr.	\$117.75	\$99.35
HLS/EM Coordinator II - Associate	\$139.96	\$118.11
HLS/EM Coordinator III - Lead	\$175.41	\$148.00
HLS/EM Coordinator IV - Senior	\$206.63	\$174.35
HLS/EM Coordinator V - Principal	\$237.88	\$200.73
Intelligence / Research /Technical Analyst I - Jr.	\$61.87	\$52.21
Intelligence / Research /Technical Analyst II – Assoc.	\$79.90	\$67.41
Intelligence / Research /Technical Analyst III - Lead	\$97.31	\$82.10
Intelligence / Research /Technical Analyst IV - Senior	\$109.33	\$92.25
Intelligence / Research /Technical Analyst V - Principal	\$138.18	\$116.58
Investigator I - Jr.	\$45.06	\$38.02
Investigator II - Assoc.	\$62.47	\$52.70
Investigator III - Lead	\$93.71	\$79.08
Investigator IV - Senior	\$109.93	\$92.76
Investigator V - Principal	\$156.19	\$131.78
Logistics Specialist I - Jr.	\$57.08	\$48.16
Logistics Specialist II - Assoc.	\$67.29	\$56.78
Logistics Specialist III - Lead	\$85.91	\$72.48
Logistics Specialist IV - Senior	\$98.52	\$83.13
Logistics Specialist V - Principal	\$136.97	\$115.55
Military Operations Specialist I – Jr.	\$53.46	\$45.11
Military Operations Specialist II - Assoc.	\$61.28	\$51.70
Military Operations Specialist III - Lead	\$94.91	\$80.08
Military Operations Specialist IV - Senior	\$99.72	\$84.14
Military Operations Specialist V - Principal	\$135.77	\$114.55
Program Analyst I – Jr.	\$55.27	\$46.63
Program Analyst II – Assoc.	\$63.08	\$53.22
Program Analyst III - Lead	\$88.91	\$75.03
Program Analyst IV - Senior	\$123.16	\$103.91
Program Analyst V - Principal	\$137.56	\$116.07
Project Coordinator - I	\$63.67	\$53.73
Project Specialist - II	\$84.10	\$70.95
Project Manager- III	\$144.17	\$121.65
Project Director - IV	\$156.19	\$131.78
Program Manager - V	\$168.19	\$141.93
Protection Specialist I - Member	\$59.46	\$50.18
Protection Specialist II - Team Leader	\$75.69	\$63.87
Protection Specialist III - Asst. Detail Leader	\$108.14	\$91.23
Protection Specialist IV - Detail Leader	\$134.56	\$113.53
Protection Specialist V - Detail Manager	\$158.59	\$133.80

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Security Coordinator / SVA I – Jr.	\$52.27	\$44.11
Security Specialist / SVA II – Assoc.	\$64.88	\$54.75
Security Manager / SVA III - Lead	\$87.71	\$74.00
Security Director / SVA IV - Senior	\$105.73	\$89.20
Security VP / SVA V - Principal	\$132.15	\$111.50
SME I - Jr.	\$69.69	\$58.80
SME II - Associate	\$90.12	\$76.03
SME III - Lead	\$120.13	\$101.38
SME IV - Senior	\$156.79	\$132.30
SME V - Principal	\$230.67	\$194.63
Special Security Officer I – Jr.	\$56.46	\$47.65
Special Security Officer II - Associate	\$73.28	\$61.83
Special Security Officer III - Lead	\$104.52	\$88.20
Special Security Officer IV - Senior	\$129.75	\$109.48
Special Security Officer - Principal	\$149.58	\$126.21
Strategic / Operational Planner I - Jr.	\$58.87	\$49.68
Strategic / Operational Planner II - Assoc.	\$83.50	\$70.46
Strategic / Operational Planner III - Lead	\$107.52	\$90.73
Strategic / Operational Planner IV - Senior	\$126.15	\$106.45
Strategic / Operational Planner V - Principal	\$146.58	\$123.68
Training Specialist I - Jr.	\$46.85	\$39.53
Training Specialist II - Assoc.	\$66.08	\$55.75
Training Specialist III - Lead	\$100.92	\$85.15
Training Specialist IV - Senior	\$130.96	\$110.50
Training Specialist V - Principal / Facilitator	\$187.42	\$158.14

ARMADA’s Client Site Rates are provided based on the assumption that the Client provides suitable office facilities and related equipment (e.g., telephone, copier, parking, furniture, desktop computer, and other standard equipment and office supplies) for a period of no less than ninety (90) continuous calendar days at a Client Site. ARMADA’s Client Site Rates are offered as long as these, or similar facilities, are provided on a continuing basis throughout the task period. Use of the Client Site Rates requires sufficient tasking to perform assignments on a full-time basis at these work sites. If this assumption is not met, then Contract Site rates apply.



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### Labor Category Descriptions

Labor Category	Duties	Education / Experience
Administrative Assistant	Provides a full range of administrative and clerical support, and may participate in special projects and non-routine tasks. Schedules and handles the logistics for meetings, locates and compiles requested information, and develops reports. Transcribes reports, and takes and distributes meeting minutes. Performs general office duties involving word processing, and development and editing of spreadsheets and presentation materials. Demonstrates excellent oral and written communication skills and interacts daily with supervisors, coworkers, and clients. Proficient in Excel, Word, Access and PowerPoint.	Assoc. D + 1 Or 4
Administrative Assistant II	Provides a full range of administrative and clerical support, and may participate in special projects and non-routine tasks. Schedules and handles the logistics for meetings, locates and compiles requested information, and develops reports. Transcribes reports, and takes and distributes meeting minutes. Performs general office duties involving word processing, and development and editing of spreadsheets and presentation materials. Demonstrates excellent oral and written communication skills and interacts daily with supervisors, coworkers, and clients. Proficient in Excel, Word, Access and PowerPoint.	D+2
Administrative Security Services	Provides a full range of security support services, and may participate in special projects and non-routine security operations tasks. Schedules and handles the logistics for meetings, locates and compiles requested information, and develops reports. Transcribes reports, and takes and distributes meeting minutes. Performs security operations duties involving word processing, and development and editing of spreadsheets and presentation materials. Demonstrates excellent oral and written communication skills and interacts daily with supervisors, coworkers, and clients. Proficient in Excel, Word, Access and PowerPoint.	D+3
Graphic Artist	Performs a variety of graphics and drafting projects from concept and design through production. Utilizes techniques including black and white / color artwork, technical illustrations, graphics, diagrams, flow and pie charts, bar graphs, and schematics. Develops and updates graphics presentations to improve the quality of client documents and deliverables. Integrates graphics into documents to visually and technically enhance these documents.	D+4 (2 Special) Or 6
Technical Writer	Collects and organizes information, and writes and edits user manuals, training materials, proposals, reports, system specifications, functional descriptions, and any other project documentation and client deliverables. Writes, edits, and graphically presents technical information for technical and non-technical personnel. Interprets technical documentation standards and prepares documentation according to defined standards.	D+4 (2 Special) Or 6
Web Application developer	Assist with the life cycle and creation of the software /web-based platforms aimed at assisting internal and external clients	D+4 (3 Special)



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Associate I - Jr.	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+7 (2 Special) or 9
Associate II – Associate	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+9 (3 Special) or 11
Associate III – Lead	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+11 (5 Special) or 13
Associate IV – Senior	Responsible for providing high level advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+13 (6 Special) or 15
Associate V – Principal	Responsible for providing high level expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline. Coordinates between multiple project teams to ensure integration of project activities, efforts and goals.	D+15 (8 Special) or 17
Communications I - Jr.	Organizes, constructs, and maintains tactical or administrative communications systems. These systems provide secure or non-secure means of communications between project participants, local law enforcement, the client, and medical providers as needed. Reviews and assesses user needs in order to determine the optimal communications network design. Conducts project feasibility studies, develops proposals, evaluates and recommends contractor equipment. Works independently or under the supervision of the associate, lead, senior, or principal communications personnel.	D+4 (2 Special) Or 5
Communications II – Assoc.	Organizes, constructs, and maintains tactical or administrative communications systems. These systems provide secure or non-secure means of communications between project participants, local law enforcement, the client, and medical providers as needed. Reviews and assesses user needs in order to determine the optimal communications network design. Conducts project feasibility studies, develops proposals, evaluates and recommends contractor equipment. Works independently or under the supervision of the lead, senior, or principal communications personnel. Provides guidance and feedback to junior communications personnel.	D+5 (3 Special) Or 6
Communications III – Lead	Leads a communications team responsible for the organization, construction, and maintenance of tactical or administrative communications systems. These systems provide secure or non-secure means of communications between project participants, local law enforcement, the client, and medical providers as needed. Reviews and assesses user needs in order to determine the optimal communications network design. Conducts project feasibility studies, develops proposals, evaluates and recommends contractor equipment. Works independently or under the supervision of senior or principal communications personnel. Provides guidance and feedback to junior and associate communications personnel.	D+7 (5 Special) Or 8



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Communications IV - Senior / Deputy PIO	Manages and directs communications efforts between base locations to work site locations. Coordinates a communications plan with the client, local police and medical authorities. Project support includes planning, evaluating, analyzing and implementation communication programs. Has exemplary written and verbal skills and is able to solve complex communication problems, communicate solutions effectively to technical and non-technical audiences and functions effectively in adverse environments. Works independently or under the supervision of principal communications personnel. Provides guidance and feedback to junior, associate, and lead communications personnel.	D+11 (6 Special) Or 12
Communications V - Principal / PIO	Coordinates a communications plan with the client, local police and medical authorities. Project support includes planning, evaluating, analyzing and implementation communication programs. Has exemplary written and verbal skills and is able to solve complex communication problems, communicate solutions effectively to technical and non-technical audiences and functions effectively in adverse environments. Provides guidance and feedback to Junior, Associate, and Lead Communications personnel. Provides guidance and feedback to junior, associate, lead, and senior communications personnel.	D+12 (8 Special) Or 15
Computer Security / Software Engineer I - Jr.	Assists in planning, coordinating, and implementing programs and processes to ensure the client's information security. Assists in designing and implementing mechanisms, such as firewalls, to control access to a computer network. Implements application access controls, such as password authentication, to ensure only authorized access. Assists in protecting a client's computer systems from hackers and detecting hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Works independently or under the supervision of the associate, lead, senior, or principal security personnel.	D+4 (2 Info Security)
Computer Security / Software Engineer II - Assoc.	Plans, coordinates, and implements programs and processes to ensure the client's information security. Designs and implements mechanisms, such as firewalls, to control access to a computer network. Implements application access controls, such as password authentication, to ensure only authorized access. Protects a client's computer systems from hackers and detects hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Works independently or under the supervision of the lead, senior, or principal security personnel. Provides guidance and feedback to junior security personnel.	D+6 (3 Info Security)
Computer Security / Software Engineer III – Lead	Plans, coordinates, and implements programs and processes to ensure the client's information security. Designs and implements mechanisms, such as firewalls, to control access to a computer network. Implements application access controls, such as password authentication, to ensure only authorized access. Protects a client's computer systems from hackers and detects hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Works independently or under the supervision of the senior, or principal security personnel. Provides guidance and feedback to junior and associate security personnel.	D+8 (5 Info Security)



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Computer Security / Software Engineer IV – Senior	Supervises the team that plans, coordinates, and implements programs and processes to ensure the client's information security. The team also designs and implements mechanisms, such as firewalls, to control access to a computer network. Implements application access controls, such as password authentication, to ensure only authorized access. Protects a client's computer systems from hackers and detects hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Works independently or under the supervision of principal security personnel. Provides guidance and feedback to junior, associate, and lead security personnel.	D+10 (6 Info Security)
Computer Security / Software Engineer V – Principal	Oversees the planning, coordination, and implementation of programs and processes to ensure the client's information security. Also oversees the design and implementation of mechanisms, such as firewalls, to control access to a computer network and the implementation of application access controls, such as password authentication, to ensure only authorized access. Ensures the protection of a client's computer systems from hackers and the detection of hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Provides guidance and feedback to junior, associate, lead, and senior security personnel.	MS+12 or 10 PHD (8 Tech Management)
Computer Specialist / Programmer- Jr.	Assists in planning, coordinating, and implementing programs and processes to ensure the client's information security. Assists in designing and implementing mechanisms, such as firewalls, to control access to a computer network. Implements application access controls, such as password authentication, to ensure only authorized access. Assists in protecting a client's computer systems from hackers and detecting hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Works independently or under the supervision of the associate, lead, senior, or principal security personnel.	D+4 (2 Info Security)
Computer Specialist / Programmer II - Assoc.	Plans, coordinates, and implements programs and processes to ensure the client's information security. Designs and implements mechanisms, such as firewalls, to control access to a computer network. Implements application access controls, such as password authentication, to ensure only authorized access. Protects a client's computer systems from hackers and detects hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Works independently or under the supervision of the lead, senior, or principal security personnel. Provides guidance and feedback to junior security personnel.	D+6 (3 Info Security)
Computer Specialist / Programmer III – Lead	Plans, coordinates, and implements programs and processes to ensure the client's information security. Designs and implements mechanisms, such as firewalls, to control access to a computer network. Implements application access controls, such as password authentication, to ensure only authorized access. Protects a client's computer systems from hackers and detects hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Works independently or under the supervision of the senior, or principal security personnel. Provides guidance and feedback to junior and associate security personnel.	D+8 (5 Info Security)



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Computer Specialist / Programmer IV – Senior	Supervises the team that plans, coordinates, and implements programs and processes to ensure the client's information security. The team also designs and implements mechanisms, such as firewalls, to control access to a computer network. Implements application access controls, such as password authentication, to ensure only authorized access. Protects a client's computer systems from hackers and detects hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Works independently or under the supervision of principal security personnel. Provides guidance and feedback to junior, associate, and lead security personnel.	D+10 (6 Info Security)
Computer Specialist / Programmer V – Principal	Oversees the planning, coordination, and implementation of programs and processes to ensure the client's information security. Also oversees the design and implementation of mechanisms, such as firewalls, to control access to a computer network and the implementation of application access controls, such as password authentication, to ensure only authorized access. Ensures the protection of a client's computer systems from hackers and the detection of hackers if a breach of security occurs. Educates and supports users in reference to the new security processes and programs. Provides guidance and feedback to junior, associate, lead, and senior security personnel.	MS+12 or 10 PHD (8 Tech Management)
Consultant I - Jr.	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+8 (3 Special) or 10
Consultant II – Associate	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+10 (4 Special) or 12
Consultant III – Lead	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+12 (6 Special) or 14
Consultant IV – Senior	Responsible for providing high level advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+14 (8 Special) or 16
Consultant V – Principal	Responsible for providing high level expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline. Coordinates between multiple project teams to ensure integration of project activities, efforts and goals.	D+16 (10 Special) or 18
Facilitator I - Jr.	Develops comprehensive training courses and prepares and revises appropriate training materials. Prepares all training material to include: course outline, background material, and training aids. Also develops training attendee materials to include: training manuals, workbooks, handouts, exercises, completion certificates and evaluation forms. Provides training sessions as needed to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Works independently or under the supervision of the Associate, Lead, Senior, or Principal Training Specialist.	D+5 (4 Special) Or 7



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Facilitator II - Assoc.	Develops comprehensive training courses and prepares and revises appropriate training materials. Prepares all training material to include: course outline, background material, and training aids. Also develops training attendee materials to include: training manuals, workbooks, handouts, exercises, completion certificates and evaluation forms. Provides training sessions as needed to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Provides guidance and feedback to Junior Training Specialist. Works independently or under the supervision of the Lead, Senior, or Principal Training Specialist.	D+6 (4 Special) Or 8
Facilitator III – Lead	Develops comprehensive training courses and prepares and revises appropriate training materials. Prepares all training material to include: course outline, background material, and training aids. Also develops training attendee materials to include: training manuals, workbooks, handouts, exercises, completion certificates and evaluation forms. Provides training sessions as needed to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Provides guidance and feedback to Junior Training Specialist. Works independently or under the supervision of the Senior or Principal Training Specialist.	D+9 (6 Special) Or 11
Facilitator IV – Senior	Conducts high level training courses to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Provides daily supervision and direction to staff. May work independently or under the supervision of Principal Training Specialist.	D+12 (6 Special) Or 15
Facilitator V – Principal	Conducts high level training courses to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Provides daily supervision and direction to staff.	D+16 (6 Special) Or 18
Facility Technician - I	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized facilities operations knowledge, skills and abilities.	D+2 Or 4
Facility Supervisor - II	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized facilities operations knowledge, skills and abilities.	D+4 Or 5



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Facility Manager - III	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized facilities operations knowledge, skills and abilities.	D+6 Or 8
HS/EM Coordinator I - Jr	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized homeland security and emergency preparedness knowledge, skills and abilities.	D+8 (3 Special) Or 10
HS/EM Coordinator II - Associate	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized homeland security and emergency preparedness knowledge, skills and abilities.	D+10 (4 Special) Or 12
HS/EM Coordinator III - Lead	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized homeland security and emergency preparedness knowledge, skills and abilities.	D+12 (6 Special) Or 14
HS/EM Coordinator IV - Senior	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized homeland security and emergency preparedness knowledge, skills and abilities.	D+14 (8 Special) Or 16
HS/EM Coordinator V - Principal	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized homeland security and emergency preparedness knowledge, skills and abilities.	D+16 (10 Special) Or 18
Intelligence / Research / Technical Analyst I - Jr.	Provides basic level analysis to the client in the areas of intelligence, research, and technical functions. Duties may include: analysis of complex problems; definition of functional requirements; resource allocation; operations research modeling, crime indexing research and process analysis and design; developing and monitoring project tasks and schedules. Supports the design of new procedures and processes and the development of related documentation. Provides intelligence, research, and technical updates and briefings on selected areas, personnel or groups within the operational area. Analyzes problems and information requirements, while providing solutions and recommendations. May work independently or under the supervision of Associate, Lead, Senior, or Principal Analysts.	D+2 (1 Special) or 6



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Intelligence / Research /Technical Analyst II – Assoc.	Provides mid-level analysis to the client in the areas of intelligence, research, and technical functions. Duties may include: analysis of complex problems; definition of functional requirements; resource allocation; operations research modeling, crime indexing research and process analysis and design; developing and monitoring project tasks and schedules. Supports the design of new procedures and processes and the development of related documentation. Provides intelligence, research, and technical updates and briefings on selected areas, personnel or groups within the operational area. Analyzes problems and information requirements, while providing solutions and recommendations. Provides guidance and feedback to Junior Analysts. May work independently or under the supervision of Lead, Senior, or Principal Analysts.	D+4 (2 Special) or 7
Intelligence / Research /Technical Analyst III – Lead	Provides high level analysis to the client in the areas of intelligence, research, and technical functions. Duties may include: analysis of complex problems; definition of functional requirements; resource allocation; operations research modeling, crime indexing research and process analysis and design; developing and monitoring project tasks and schedules. Supports the design of new procedures and processes and the development of related documentation. Provides intelligence, research, and technical updates and briefings on selected areas, personnel or groups within the operational area. Analyzes problems and information requirements, while providing solutions and recommendations. Provides guidance and feedback to Junior and Associate Analysts. May work independently or under the supervision of Senior, or Principal Analysts.	D+6 (4 Special) or 8
Intelligence / Research /Technical Analyst IV – Senior	Provides very high level analysis to the client in the areas of intelligence, research, and technical functions. Duties may include: analysis of complex problems; definition of functional requirements; resource allocation; operations research modeling, crime indexing research and process analysis and design; developing and monitoring project tasks and schedules. Supports the design of new procedures and processes and the development of related documentation. Provides intelligence, research, and technical updates and briefings on selected areas, personnel or groups within the operational area. Analyzes problems and information requirements, while providing solutions and recommendations. Provides guidance and feedback to Junior, Associate, and Lead Analysts. May work independently or under the supervision of Principal Analysts.	D+8 (5 Special) or 9
Intelligence / Research /Technical Analyst V – Principal	Provides highest level expert analysis to the client in the areas of intelligence, research, and technical functions. Duties may include: analysis of complex problems; definition of functional requirements; resource allocation; operations research modeling, crime indexing research and process analysis and design; developing and monitoring project tasks and schedules. Supports the design of new procedures and processes and the development of related documentation. Provides intelligence, research, and technical updates and briefings on selected areas, personnel or groups within the operational area. Analyzes problems and information requirements, while providing solutions and recommendations. Provides guidance and feedback to junior, associate, lead, and principal analysts.	D+10 (6 Special) or 11



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Investigator I - Jr.	Assists in conducting investigations. Analyzes and evaluates the evidence, distinguishes facts from hearsay, and provides investigative reports containing statements and summaries of the facts. Communicates regularly with federal, state and local law enforcement officials to assure investigative continuity.	D+1 Or 4
Investigator II - Assoc.	Responsible for conducting complex investigations. Analyzes and evaluates the evidence, distinguishes facts from hearsay, and provides investigative reports containing statements and summaries of the facts. Communicates regularly with federal, state and local law enforcement officials to assure investigative continuity.	D+3 Or 5
Investigator III – Lead	Responsible for conducting and managing complex investigations. Analyzes and evaluates the evidence, distinguishes facts from hearsay, and provides investigative reports containing statements and summaries of the facts. Communicates regularly with federal, state and local law enforcement officials to assure investigative continuity.	D+5 Or 6
Investigator IV – Senior	Responsible for supervising complex investigations. Analyzes and evaluates the evidence, distinguishes facts from hearsay, and provides investigative reports containing statements and summaries of the facts. Communicates regularly with federal, state and local law enforcement officials to assure investigative continuity.	D+7 Or 8
Investigator V – Principal	Responsible for overseeing the team that is conducting and managing complex investigations. Analyzes and evaluates the evidence, distinguishes facts from hearsay, and provides investigative reports containing statements and summaries of the facts. Communicates regularly with federal, state and local law enforcement officials to assure investigative continuity.	D+9 Or 11
Logistics Specialist I - Jr.	Assists in procuring and managing the equipment cache during incident operations, maintaining appropriate records and documents, and assuring the accountability and security of all equipment. Assists in analyzing and improving distribution processes and tools. Assists in solving problems related to logistics, transportation, distribution, inventory and replenishment. Works independently or under the supervision of associate, lead, senior, or principal logistics specialist.	D+2 Or 3



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Logistics Specialist II - Assoc.	Procures and manages the equipment cache during incident operations, maintains appropriate records and documents, and assures the accountability and security of all equipment. Analyzes and improves distribution processes and tools. Solves problems related to logistics, transportation, distribution, inventory and replenishment. Works independently or under the supervision of lead, senior, or principal logistics specialist. Provides guidance and feedback to junior logistics specialist.	D+3 Or 5
Logistics Specialist III – Lead	Procures and manages the equipment cache during incident operations, maintains appropriate records and documents, and assures the accountability and security of all equipment. Analyzes and improves distribution processes and tools. Solves problems related to logistics, transportation, distribution, inventory and replenishment. Works independently or under the supervision of the senior, or principal logistics specialist. Provides guidance and feedback to junior and associate logistics specialists.	D+5 Or 7
Logistics Specialist IV – Senior	Supervises the team that procures and manages the equipment cache during incident operations, maintains appropriate records and documents, and assures the accountability and security of all equipment. The team also analyzes and improves distribution processes and tools. Solves problems related to logistics, transportation, distribution, inventory and replenishment. Works independently or under the supervision of the principal logistics specialist. Provides guidance and feedback to junior, associate, and lead logistics specialists.	D+7 Or 9
Logistics Specialist V – Principal	Oversees the procurement and management of the equipment cache during incident operations, maintenance of appropriate records and documents, and accountability and security of all equipment. Analyzes and improves distribution processes and tools. Solves problems related to logistics, transportation, distribution, inventory and replenishment. Provides guidance and feedback to junior, associate, lead, and senior logistics specialists.	D+9 Or 11
Military Operations Specialist I - Jr.	Assists in analyzing and providing recommendations on issues dealing with system and operational architectures. Assists in the coordinating with representatives throughout all phases of development concerning requirements definition, clarification, prioritization, and alternatives. Applies emerging doctrine and tactics to system design and development, through formal doctrinal changes or from Advanced War fighting Experiments (AWEs), Advanced Technology Demonstrations (ATDs), or Force XXI activities. Assists in assessing the impact of programmatic and technical options on stated user requirements and doctrine. Works independently or under the supervision of the associate, lead, senior, or principal operations specialists.	D+2 Or 6



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Military Operations Specialist II - Associate	Analyzes and provides recommendations on issues dealing with system and operational architectures. Coordinates with representatives throughout all phases of development concerning requirements definition, clarification, prioritization, and alternatives. Applies emerging doctrine and tactics to system design and development, through formal doctrinal changes or from Advanced War fighting Experiments (AWEs), Advanced Technology Demonstrations (ATDs), or Force XXI activities. Assesses the impact of programmatic and technical options on stated user requirements and doctrine. Works independently or under the supervision of the lead, senior, or principal operations specialist. Provides guidance and feedback to junior operations specialists.	D+4 Or 7
Military Operations Specialist III - Lead	Analyzes and provides recommendations on issues dealing with system and operational architectures. Coordinates with representatives throughout all phases of development concerning requirements definition, clarification, prioritization, and alternatives. Applies emerging doctrine and tactics to system design and development, through formal doctrinal changes or from Advanced War fighting Experiments (AWEs), Advanced Technology Demonstrations (ATDs), or Force XXI activities. Assesses the impact of programmatic and technical options on stated user requirements and doctrine. Works independently or under the supervision of the senior or principal operations specialist. Provides guidance and feedback to junior and associate operations specialists.	D+6 Or 8
Military Operations Specialist IV - Senior	Supervises the team that analyzes and provides recommendations on issues dealing with system and operational architectures. Coordinates with representatives throughout all phases of development concerning requirements definition, clarification, prioritization, and alternatives. Applies emerging doctrine and tactics to system design and development, through formal doctrinal changes or from Advanced War fighting Experiments (AWEs), Advanced Technology Demonstrations (ATDs), or Force XXI activities. Assesses the impact of programmatic and technical options on stated user requirements and doctrine. Works independently or under the supervision of the principal operations specialist. Provides guidance and feedback to the junior, associate, or lead operations specialists.	D+8 Or 9
Military Operations Specialist V - Principal	Oversees the analysis of and recommendations on issues dealing with system and operational architectures. Oversees coordination with representatives throughout all phases of development concerning requirements definition, clarification, prioritization, and alternatives. Ensures the application of emerging doctrine and tactics to system design and development, through formal doctrinal changes or from Advanced War fighting Experiments (AWEs), Advanced Technology Demonstrations (ATDs), or Force XXI activities. Assesses the impact of programmatic and technical options on stated user requirements and doctrine. Provides guidance and feedback to junior, associate, lead, and senior operations specialists.	D+10 Or 11
Program Analyst I – Jr	Provides needed information on a wide variety of subjects as dictated by the client. Assists in collecting and analyzing data in order to ensure the program is executed successfully. Summarizes detailed information from multiple data sources in a clear and concise manner. Works independently or under the supervision of the associate, lead, senior, or principal program analyst.	D+2 Or 6
Program Analyst II – Assoc.	Provides needed information on a wide variety of subjects as dictated by the client. Collects and analyzes data in order to ensure the program is executed successfully. Summarizes detailed information from multiple data sources in a clear and concise manner. Works independently or under the supervision of the lead, senior, or principal program analyst. Provides guidance and feedback to the junior program analyst.	D+4 or 7



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Program Analyst III – Lead	Leads the team that provides needed information on a wide variety of subjects as dictated by the client. Collects and analyzes data in order to ensure the program is executed successfully. Summarizes detailed information from multiple data sources in a clear and concise manner. Works independently or under the supervision of the senior or principal program analysts. Provides guidance and feedback to the junior and associate program analysts.	D+6 or 8
Program Analyst IV – Senior	Supervises the team that provides needed information on a wide variety of subjects as dictated by the client. Ensures the information is collected and summarized in a manner that allows for the successful execution of the program. Works independently or under the supervision of the principal program analyst. Provides guidance and feedback to the junior, associate, and lead program analysts.	D+8 or 9
Program Analyst V – Principal	Oversees the team that provides needed information on a wide variety of subjects as dictated by the client. Ensures the information is collected and summarized in a manner that allows for the successful execution of the program. Provides guidance and feedback to the junior, associate, lead, and senior program analysts.	D+10 or 11
Project Coordinator	Responsible for ensuring that the deliverables of a project are met. Interacts with project team and provides updates to the client. Ensures each project is completed on time and within the budget. Although not a primary responsibility, the Project Specialist also helps with budget development, maintenance and reconciliation, and managing external suppliers so that these areas become increasingly familiar. Prepares needed documentation for each project. Possesses strong verbal and written communication skills. Also demonstrates the traits of being well organized, and excellent at multitasking and prioritizing activities.	D+4 or 6
Project Specialist	Responsible for ensuring that the deliverables of a project are met. Interacts with project team and provides updates to the client. Ensures each project is completed on time and within the budget. Although not a primary responsibility, the Project Specialist also helps with budget development, maintenance and reconciliation, and managing external suppliers so that these areas become increasingly familiar. Prepares needed documentation for each project. Possesses strong verbal and written communication skills. Also demonstrates the traits of being well organized, and excellent at multitasking and prioritizing activities.	D+6 or 8
Project Manager	Oversees all personnel assigned to a project. Manages daily activities including scheduling, development of plans and supervision of all employees working on the project. Possesses exemplary written and verbal communications skills in order to work through complex problems and communicate solutions or recommendations to both technical and non-technical audiences.	D+8 (5 Special) or 11
Project Director	Oversees the entire project. Ensure deliverables are being met and the client is satisfied with the work product. Possesses exemplary written and verbal communications skills in order to work through complex problems and communicate solutions or recommendations to both technical and non-technical audiences.	D+10 (6 Special) or 12
Program Manager	Oversees the entire project. Ensure deliverables are being met and the client is satisfied with the work product. Possesses exemplary written and verbal communications skills in order to work through complex problems and communicate solutions or recommendations to both technical and non-technical audiences.	D+11 (8 Special)



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Protection Specialist I – Member	Responsible for providing personal protection utilizing specialized training and equipment. Creates and fosters an environment of trust and confidence through integrity and professionalism. Conduct risk, threat and security vulnerability assessments as needed. Oversees and/or supports the installation of security technologies to support site and mobile protection. Prepares appropriate documentation.	D+2 (1 Special) Or 6
Protection Specialist II - Team Leader	Responsible for providing personal protection utilizing specialized training and equipment. Creates and fosters an environment of trust and confidence through integrity and professionalism. Conducts risk, threat and security vulnerability assessments as needed. Oversees and/or supports the installation of security technologies to support site and mobile protection. Prepares appropriate documentation. Provides guidance and feedback to members of the protection team.	D+4 (2 Special) Or 7
Protection Specialist III - Asst. Detail Leader	Oversees protection planning and logistics. Participates in logistical planning and coordination. Assists in establishing the components for a security operation (including deployment of security technologies), creates standard operating procedures, formulates incident response, and develops a reporting process.. Conducts risk, threat and security vulnerability assessments as needed. Provides guidance and feedback to members and team leaders of the protection team.	D+6 (4 Special) Or 8
Protection Specialist IV - Detail Leader	Oversees protection planning and logistics. Must have demonstrated ability to manage a large security detail. Participates in logistical planning and coordination. Establishes the components for a security operation (including deployment of security technologies), creates standard operating procedures, formulates incident response, and develops a reporting process. Provides guidance and feedback to members, team leaders, and assistant details leaders of the protection team.	D+8 (5 Special) Or 9
Protection Specialist V- Detail Manager	Oversees protection planning and logistics. Must have demonstrated ability to manage a large security detail. Participates in logistical planning and coordination. Establishes the components for a security operation (including deployment of security technologies), creates standard operating procedures, formulates incident response, and develops a reporting process. Provides guidance and feedback to members, team leaders, and assistant details leaders of the protection team.	D+10 (6 Special) or 11
Security Coordinator / SVA I – Jr	Performs security services as dictated by the client's needs. Incorporates incident management, adeptly solves problems, and demonstrates exemplary task performance. Produces documentation related to the security services including reports, development of policies and procedures, security designs, and training programs and assessments. Monitors project tasks and schedules. Works independently or under the supervision of associate, lead, senior, or principal security personnel.	D+2 or 6
Security Specialist / SVA II – Assoc.	Performs security services as dictated by the client's needs. Utilizes incident management, adeptly solves problems, and demonstrates exemplary task performance. Produces documentation related to the security services including reports, development of policies and procedures, security designs, and training programs and assessments. Monitors project tasks and schedules. Works independently or under the supervision of the lead, senior, or principal security personnel. Provides guidance and feedback to junior security specialist.	D+4 or 7



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Security Manager / SVA III – Lead	Performs security services as dictated by the client's needs. Utilizes incident management, adeptly solves problems, and demonstrates exemplary task performance. Produces documentation related to the security services including reports, development of policies and procedures, security designs, and training programs and assessments. Monitors project tasks and schedules. Works independently or under the supervision of the senior, or principal security personnel. Provides guidance and feedback to the junior and associate security specialists.	D+6 or 8
Security Director / SVA IV - Senior / Asst. PIO	Supervises team that is performing security services as dictated by the client's needs. Utilizes incident management, adeptly solves problems, and demonstrates exemplary task performance. Ensure that documentation related to the security services is produced including reports, development of policies and procedures, security designs, and training programs and assessments. Monitors project tasks and schedules. Works independently or under the supervision of the principal security vice president. Provides guidance and feedback to junior, assistant, and lead security personnel.	D+8 or 9
Security VP / SVA V - Principal / PIO	Oversees the security team that is performing security services as dictated by the client's needs. Ensures the usage of incident management, problems solving skills, and task performance capabilities. Produces documentation related to the security services including reports, development of policies and procedures, security designs, and training programs and assessments. Monitors project tasks and schedules. Provides guidance and feedback to junior, assistant, lead, and senior security personnel.	D+10 or 11
SME I - Jr.	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+4 (2 Special) Or 5
SME II – Associate	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+6 (3 Special) Or 7
SME III – Lead	Responsible for providing expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+8 (5 Special) Or 9
SME IV – Senior	Responsible for providing high level advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+10 (6 Special) Or 12
SME V – Principal	Responsible for providing high level expert advice, assistance, and guidance to the client by utilizing specialized knowledge of one or more professional discipline.	D+12 (8 Special) Or 15
Special Security Officer I – Jr.	Responsible for providing expert support, advice, assistance, and guidance to the client by utilizing specialized security knowledge.	D+2 (1 Special) Or 6



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Special Security Officer II – Associate	Responsible for providing expert support, advice, assistance, and guidance to the client by utilizing specialized security knowledge.	D+4 (2 Special) Or 7
Special Security Officer III – Lead	Responsible for providing expert support, advice, assistance, and guidance to the client by utilizing specialized security knowledge.	D+6 (4 Special) Or 8
Special Security Officer IV – Senior	Responsible for providing expert support, advice, assistance, and guidance to the client by utilizing specialized security knowledge.	D+8 (5 Special) Or 9
Special Security Officer V – Principal	Responsible for providing expert support, advice, assistance, and guidance to the client by utilizing specialized security knowledge.	D+10 (6 Special) Or 11
Strategic / Operational Planner I - Jr.	Assists in reviewing client's procedures, policies, and regulations. Provides advice and assists with the development and publication of strategic-level plans, orders, policies and concept papers. Works independently or under the supervision of the associate, lead, senior, or principal planners.	D+2 (1 Special) Or 6
Strategic / Operational Planner II - Assoc.	Reviews client's procedures, policies, and regulations. Provides advice and assists in the development and publication of strategic-level plans, orders, policies and concept papers. Works independently or under the supervision of the lead, senior, or principal planners. Provides guidance and feedback to junior planners.	D+4 (2 Special) Or 7
Strategic / Operational Planner III – Lead	Reviews client's procedures, policies, and regulations. Provides advice and assists with the development and publication of strategic-level plans, orders, policies and concept papers. Works independently or under the supervision of the senior and principal planners. Provides guidance and feedback to junior and associate planners.	D+6 (4 Special) Or 8
Strategic / Operational Planner IV – Senior	Supervises the review of a client's procedures, policies, and regulations. Oversees the planning team that provides advice and assists with the development and publication of strategic-level plans, orders, policies and concept papers. Works independently or under the supervision of the principal planner. Provides guidance and feedback to junior, associate, and lead planners.	D+7 (5 Special) Or 9
Strategic / Operational Planner V – Principal	Oversees the planning team that reviews client's procedures, policies, and regulations. Also oversees the team that works to provide advice and assist with the development and publication of strategic-level plans, orders, policies and concept papers and assist with related major planning efforts. Provides guidance and feedback to junior, associate, lead, and senior planners.	D+9 (6 Special) Or 10



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Training Specialist I - Jr.	Develops comprehensive training courses and prepares and revises appropriate training materials. Prepares all training material to include: course outline, background material, and training aids. Also develops training attendee materials to include: training manuals, workbooks, handouts, exercises, completion certificates and evaluation forms. Provides training sessions as needed to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Works independently or under the supervision of the Associate, Lead, Senior, or Principal Training Specialist.	D+1 Or 4
Training Specialist II - Assoc.	Develops comprehensive training courses and prepares and revises appropriate training materials. Prepares all training material to include: course outline, background material, and training aids. Also develops training attendee materials to include: training manuals, workbooks, handouts, exercises, completion certificates and evaluation forms. Provides training sessions as needed to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Provides guidance and feedback to Junior Training Specialist. Works independently or under the supervision of the Lead, Senior, or Principal Training Specialist.	D+3 Or 5
Training Specialist III – Lead	Develops comprehensive training courses and prepares and revises appropriate training materials. Prepares all training material to include: course outline, background material, and training aids. Also develops training attendee materials to include: training manuals, workbooks, handouts, exercises, completion certificates and evaluation forms. Provides training sessions as needed to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Provides guidance and feedback to Junior Training Specialist. Works independently or under the supervision of the Senior or Principal Training Specialist.	D+4 Or 6
Training Specialist IV – Senior	Conducts high level training courses to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Provides daily supervision and direction to staff. May work independently or under the supervision of Principal Training Specialist.	D+6 Or 8
Training Specialist V - Principal	Facilitates high level training courses to include: train-the-trainer courses, formal classroom training, computer-based courses, web-based instruction, workshops, exercises, and seminars. Demonstrates excellent interpersonal and written and oral communication skills. Provides daily supervision and direction to staff.	D+10 Or 12

**Experience & Degree Substitution**

The above describes the functional responsibilities and education and experience requirements for each labor category. These requirements are a guide to the types of experience and educational background of typical personnel in each labor category.

Education and experience may be substituted for each other. Each year of relevant experience may be substituted for one year of education, and vice versa. In addition, certifications, professional licenses, and vocational technical training may be substituted for experience or education.

**Degree/Experience Equivalency\***

Degree	Experience Equivalence	Other Equivalence
Bachelors	Associate degree +2 years relevant experience, or 4 years relevant experience	Professional certification
Masters	Bachelors +2 years relevant experience, or Associated + 4 years relevant experience	Professional license
Doctorate	Masters + 2 years relevant experience, Bachelors + 4 years relevant experience	

\*Successful completion of higher education that has not yet resulted in a degree may be counted as 1-for-1 years of experience for each year of college completed.