

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1

Region 1 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$23.88	\$39.40
Business Analyst	Mid-Level	\$33.96	\$56.03
Business Analyst	Senior	\$42.18	\$69.60
Business Analyst	Expert	\$44.80	\$73.91
Cloud Engineer	Junior	\$34.22	\$56.46
Cloud Engineer	Mid-Level	\$39.36	\$64.95
Cloud Engineer	Senior	\$45.54	\$75.14
Cloud Engineer	Expert	\$56.86	\$93.81
Database Administrator	Junior	\$24.27	\$40.04
Database Administrator	Mid-Level	\$36.26	\$59.83
Database Administrator	Senior	\$43.48	\$71.75
Database Administrator	Expert	\$48.15	\$79.45
Database Architect	Junior	\$35.25	\$58.16
Database Architect	Mid-Level	\$44.51	\$73.44
Database Architect	Senior	\$47.59	\$78.53
Database Architect	Expert	\$52.48	\$86.60
Database Manager	Junior	\$28.04	\$46.27
Database Manager	Mid-Level	\$37.30	\$61.55
Database Manager	Senior	\$43.48	\$71.74
Database Manager	Expert	\$48.62	\$80.23
Graphic Designer	Junior	\$20.84	\$34.38
Graphic Designer	Mid-Level	\$25.98	\$42.87
Graphic Designer	Senior	\$32.16	\$53.06
Graphic Designer	Expert	\$37.30	\$61.55
Help Desk Manager	Junior	\$22.90	\$37.78
Help Desk Manager	Mid-Level	\$28.04	\$46.27
Help Desk Manager	Senior	\$31.13	\$51.36
Help Desk Manager	Expert	\$37.30	\$61.55
IT Manager	Junior	\$30.10	\$49.67
IT Manager	Mid-Level	\$37.30	\$61.55
IT Manager	Senior	\$45.54	\$75.14
IT Manager	Expert	\$51.71	\$85.32
IT Specialist	Junior	\$18.44	\$30.43
IT Specialist	Mid-Level	\$31.73	\$52.35
IT Specialist	Senior	\$40.87	\$67.44
IT Specialist	Expert	\$45.59	\$75.22
Network Administrator	Junior	\$20.84	\$34.38
Network Administrator	Mid-Level	\$29.07	\$47.97
Network Administrator	Senior	\$36.27	\$59.85
Network Administrator	Expert	\$40.39	\$66.65
Network Architect	Junior	\$23.93	\$39.48
Network Architect	Mid-Level	\$34.22	\$56.46
Network Architect	Senior	\$38.33	\$63.25
Network Architect	Expert	\$42.45	\$70.04
Operations Manager	Junior	\$27.01	\$44.57
Operations Manager	Mid-Level	\$33.19	\$54.76
Operations Manager	Senior	\$36.27	\$59.85
Operations Manager	Expert	\$42.45	\$70.04
Programmer	Junior	\$23.88	\$39.40

REGION 2

Region 2 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$24.37	\$40.21
Business Analyst	Mid-Level	\$34.66	\$57.19
Business Analyst	Senior	\$43.05	\$71.04
Business Analyst	Expert	\$45.72	\$75.44
Cloud Engineer	Junior	\$34.92	\$57.62
Cloud Engineer	Mid-Level	\$40.17	\$66.29
Cloud Engineer	Senior	\$46.48	\$76.68
Cloud Engineer	Expert	\$58.03	\$95.75
Database Administrator	Junior	\$24.77	\$40.87
Database Administrator	Mid-Level	\$37.01	\$61.06
Database Administrator	Senior	\$44.38	\$73.23
Database Administrator	Expert	\$49.14	\$81.09
Database Architect	Junior	\$35.97	\$59.35
Database Architect	Mid-Level	\$45.43	\$74.95
Database Architect	Senior	\$48.58	\$80.15
Database Architect	Expert	\$53.56	\$88.38
Database Manager	Junior	\$28.62	\$47.22
Database Manager	Mid-Level	\$38.07	\$62.82
Database Manager	Senior	\$44.37	\$73.22
Database Manager	Expert	\$49.63	\$81.88
Graphic Designer	Junior	\$21.27	\$35.09
Graphic Designer	Mid-Level	\$26.52	\$43.76
Graphic Designer	Senior	\$32.82	\$54.16
Graphic Designer	Expert	\$38.07	\$62.82
Help Desk Manager	Junior	\$23.37	\$38.56
Help Desk Manager	Mid-Level	\$28.62	\$47.22
Help Desk Manager	Senior	\$31.77	\$52.42
Help Desk Manager	Expert	\$38.07	\$62.82
IT Manager	Junior	\$30.72	\$50.69
IT Manager	Mid-Level	\$38.07	\$62.82
IT Manager	Senior	\$46.48	\$76.68
IT Manager	Expert	\$52.78	\$87.08
IT Specialist	Junior	\$18.82	\$31.06
IT Specialist	Mid-Level	\$32.38	\$53.43
IT Specialist	Senior	\$41.72	\$68.83
IT Specialist	Expert	\$46.53	\$76.77
Network Administrator	Junior	\$21.27	\$35.09
Network Administrator	Mid-Level	\$29.67	\$48.96
Network Administrator	Senior	\$37.02	\$61.09
Network Administrator	Expert	\$41.22	\$68.02
Network Architect	Junior	\$24.42	\$40.29
Network Architect	Mid-Level	\$34.92	\$57.62
Network Architect	Senior	\$39.12	\$64.55
Network Architect	Expert	\$43.32	\$71.49
Operations Manager	Junior	\$27.57	\$45.49
Operations Manager	Mid-Level	\$33.87	\$55.89
Operations Manager	Senior	\$37.02	\$61.09
Operations Manager	Expert	\$43.32	\$71.49
Programmer	Junior	\$24.37	\$40.21

REGION 3

Region 3 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$24.62	\$40.62
Business Analyst	Mid-Level	\$35.01	\$57.77
Business Analyst	Senior	\$43.49	\$71.76
Business Analyst	Expert	\$46.18	\$76.20
Cloud Engineer	Junior	\$35.27	\$58.20
Cloud Engineer	Mid-Level	\$40.58	\$66.96
Cloud Engineer	Senior	\$46.94	\$77.46
Cloud Engineer	Expert	\$58.61	\$96.71
Database Administrator	Junior	\$25.02	\$41.28
Database Administrator	Mid-Level	\$37.38	\$61.68
Database Administrator	Senior	\$44.83	\$73.97
Database Administrator	Expert	\$49.64	\$81.91
Database Architect	Junior	\$36.34	\$59.95
Database Architect	Mid-Level	\$45.88	\$75.71
Database Architect	Senior	\$49.07	\$80.96
Database Architect	Expert	\$54.11	\$89.27
Database Manager	Junior	\$28.91	\$47.70
Database Manager	Mid-Level	\$38.46	\$63.46
Database Manager	Senior	\$44.82	\$73.96
Database Manager	Expert	\$50.13	\$82.71
Graphic Designer	Junior	\$21.48	\$35.45
Graphic Designer	Mid-Level	\$26.79	\$44.20
Graphic Designer	Senior	\$33.15	\$54.70
Graphic Designer	Expert	\$38.46	\$63.46
Help Desk Manager	Junior	\$23.61	\$38.95
Help Desk Manager	Mid-Level	\$28.91	\$47.70
Help Desk Manager	Senior	\$32.09	\$52.95
Help Desk Manager	Expert	\$38.46	\$63.46
IT Manager	Junior	\$31.03	\$51.20
IT Manager	Mid-Level	\$38.46	\$63.46
IT Manager	Senior	\$46.94	\$77.46
IT Manager	Expert	\$53.31	\$87.96
IT Specialist	Junior	\$19.01	\$31.37
IT Specialist	Mid-Level	\$32.71	\$53.97
IT Specialist	Senior	\$42.14	\$69.53
IT Specialist	Expert	\$47.00	\$77.55
Network Administrator	Junior	\$21.48	\$35.45
Network Administrator	Mid-Level	\$29.97	\$49.45
Network Administrator	Senior	\$37.40	\$61.70
Network Administrator	Expert	\$41.64	\$68.71
Network Architect	Junior	\$24.67	\$40.70
Network Architect	Mid-Level	\$35.27	\$58.20
Network Architect	Senior	\$39.52	\$65.21
Network Architect	Expert	\$43.76	\$72.21
Operations Manager	Junior	\$27.85	\$45.95
Operations Manager	Mid-Level	\$34.21	\$56.45
Operations Manager	Senior	\$37.40	\$61.70
Operations Manager	Expert	\$43.76	\$72.21
Programmer	Junior	\$24.62	\$40.62

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1

Region 1 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Mid-Level	\$34.34	\$56.66
Programmer	Senior	\$43.30	\$71.44
Programmer	Expert	\$47.75	\$78.79
Project Manager	Junior	\$27.80	\$45.87
Project Manager	Mid-Level	\$37.60	\$62.05
Project Manager	Senior	\$48.26	\$79.63
Project Manager	Expert	\$54.03	\$89.14
Security Analyst	Junior	\$23.93	\$39.48
Security Analyst	Mid-Level	\$34.22	\$56.46
Security Analyst	Senior	\$44.51	\$73.44
Security Analyst	Expert	\$52.74	\$87.02
Security Manager	Junior	\$23.93	\$39.48
Security Manager	Mid-Level	\$36.27	\$59.85
Security Manager	Senior	\$47.59	\$78.53
Security Manager	Expert	\$55.83	\$92.11
Software Analyst	Junior	\$20.84	\$34.38
Software Analyst	Mid-Level	\$27.01	\$44.57
Software Analyst	Senior	\$35.25	\$58.16
Software Analyst	Expert	\$42.45	\$70.04
Software Architect	Junior	\$30.41	\$50.18
Software Architect	Mid-Level	\$40.22	\$66.36
Software Architect	Senior	\$49.37	\$81.47
Software Architect	Expert	\$56.08	\$92.54
Software Developer	Junior	\$24.96	\$41.18
Software Developer	Mid-Level	\$32.16	\$53.06
Software Developer	Senior	\$41.42	\$68.34
Software Developer	Expert	\$47.59	\$78.53
Software Manager	Junior	\$30.10	\$49.67
Software Manager	Mid-Level	\$37.30	\$61.55
Software Manager	Senior	\$45.54	\$75.14
Software Manager	Expert	\$51.71	\$85.32
Systems Administrator	Junior	\$15.95	\$26.33
Systems Administrator	Mid-Level	\$24.32	\$40.13
Systems Administrator	Senior	\$40.22	\$66.36
Systems Administrator	Expert	\$45.25	\$74.66
Systems Analyst	Junior	\$24.96	\$41.18
Systems Analyst	Mid-Level	\$34.22	\$56.46
Systems Analyst	Senior	\$39.36	\$64.95
Systems Analyst	Expert	\$43.48	\$71.74
Systems Architect	Junior	\$28.04	\$46.27
Systems Architect	Mid-Level	\$37.30	\$61.55
Systems Architect	Senior	\$46.57	\$76.83
Systems Architect	Expert	\$52.48	\$86.60
Systems Developer	Junior	\$25.98	\$42.87
Systems Developer	Mid-Level	\$33.19	\$54.76
Systems Developer	Senior	\$42.45	\$70.04
Systems Developer	Expert	\$50.68	\$83.63
Technical Writer	Junior	\$17.33	\$28.60

REGION 2

Region 2 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Mid-Level	\$35.05	\$57.82
Programmer	Senior	\$44.19	\$72.91
Programmer	Expert	\$48.73	\$80.41
Project Manager	Junior	\$28.38	\$46.82
Project Manager	Mid-Level	\$38.38	\$63.33
Project Manager	Senior	\$49.26	\$81.28
Project Manager	Expert	\$55.14	\$90.98
Security Analyst	Junior	\$24.42	\$40.29
Security Analyst	Mid-Level	\$34.92	\$57.62
Security Analyst	Senior	\$45.43	\$74.95
Security Analyst	Expert	\$53.83	\$88.82
Security Manager	Junior	\$24.42	\$40.29
Security Manager	Mid-Level	\$37.02	\$61.09
Security Manager	Senior	\$48.58	\$80.15
Security Manager	Expert	\$56.98	\$94.01
Software Analyst	Junior	\$21.27	\$35.09
Software Analyst	Mid-Level	\$27.57	\$45.49
Software Analyst	Senior	\$35.97	\$59.35
Software Analyst	Expert	\$43.32	\$71.49
Software Architect	Junior	\$31.04	\$51.22
Software Architect	Mid-Level	\$41.05	\$67.73
Software Architect	Senior	\$50.39	\$83.15
Software Architect	Expert	\$57.24	\$94.45
Software Developer	Junior	\$25.47	\$42.02
Software Developer	Mid-Level	\$32.82	\$54.16
Software Developer	Senior	\$42.27	\$69.75
Software Developer	Expert	\$48.58	\$80.15
Software Manager	Junior	\$30.72	\$50.69
Software Manager	Mid-Level	\$38.07	\$62.82
Software Manager	Senior	\$46.48	\$76.68
Software Manager	Expert	\$52.78	\$87.08
Systems Administrator	Junior	\$16.28	\$26.87
Systems Administrator	Mid-Level	\$24.83	\$40.96
Systems Administrator	Senior	\$41.05	\$67.73
Systems Administrator	Expert	\$46.18	\$76.20
Systems Analyst	Junior	\$25.47	\$42.02
Systems Analyst	Mid-Level	\$34.92	\$57.62
Systems Analyst	Senior	\$40.17	\$66.29
Systems Analyst	Expert	\$44.37	\$73.22
Systems Architect	Junior	\$28.62	\$47.22
Systems Architect	Mid-Level	\$38.07	\$62.82
Systems Architect	Senior	\$47.53	\$78.42
Systems Architect	Expert	\$53.56	\$88.38
Systems Developer	Junior	\$26.52	\$43.76
Systems Developer	Mid-Level	\$33.87	\$55.89
Systems Developer	Senior	\$43.32	\$71.49
Systems Developer	Expert	\$51.73	\$85.35
Technical Writer	Junior	\$17.69	\$29.19

REGION 3

Region 3 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Mid-Level	\$35.40	\$58.41
Programmer	Senior	\$44.63	\$73.65
Programmer	Expert	\$49.23	\$81.22
Project Manager	Junior	\$28.66	\$47.29
Project Manager	Mid-Level	\$38.77	\$63.97
Project Manager	Senior	\$49.76	\$82.10
Project Manager	Expert	\$55.70	\$91.90
Security Analyst	Junior	\$24.67	\$40.70
Security Analyst	Mid-Level	\$35.27	\$58.20
Security Analyst	Senior	\$45.88	\$75.71
Security Analyst	Expert	\$54.37	\$89.71
Security Manager	Junior	\$24.67	\$40.70
Security Manager	Mid-Level	\$37.40	\$61.70
Security Manager	Senior	\$49.07	\$80.96
Security Manager	Expert	\$57.55	\$94.96
Software Analyst	Junior	\$21.48	\$35.45
Software Analyst	Mid-Level	\$27.85	\$45.95
Software Analyst	Senior	\$36.34	\$59.95
Software Analyst	Expert	\$43.76	\$72.21
Software Architect	Junior	\$31.35	\$51.74
Software Architect	Mid-Level	\$41.46	\$68.41
Software Architect	Senior	\$50.90	\$83.99
Software Architect	Expert	\$57.82	\$95.40
Software Developer	Junior	\$25.73	\$42.45
Software Developer	Mid-Level	\$33.15	\$54.70
Software Developer	Senior	\$42.70	\$70.46
Software Developer	Expert	\$49.07	\$80.96
Software Manager	Junior	\$31.03	\$51.20
Software Manager	Mid-Level	\$38.46	\$63.46
Software Manager	Senior	\$46.94	\$77.46
Software Manager	Expert	\$53.31	\$87.96
Systems Administrator	Junior	\$16.45	\$27.14
Systems Administrator	Mid-Level	\$25.08	\$41.38
Systems Administrator	Senior	\$41.46	\$68.41
Systems Administrator	Expert	\$46.65	\$76.97
Systems Analyst	Junior	\$25.73	\$42.45
Systems Analyst	Mid-Level	\$35.27	\$58.20
Systems Analyst	Senior	\$40.58	\$66.96
Systems Analyst	Expert	\$44.82	\$73.96
Systems Architect	Junior	\$28.91	\$47.70
Systems Architect	Mid-Level	\$38.46	\$63.46
Systems Architect	Senior	\$48.01	\$79.21
Systems Architect	Expert	\$54.11	\$89.27
Systems Developer	Junior	\$26.79	\$44.20
Systems Developer	Mid-Level	\$34.21	\$56.45
Systems Developer	Senior	\$43.76	\$72.21
Systems Developer	Expert	\$52.25	\$86.21
Technical Writer	Junior	\$17.87	\$29.48

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1

Region 1 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Technical Writer	Mid-Level	\$21.26	\$35.07
Technical Writer	Senior	\$27.80	\$45.87
Technical Writer	Expert	\$35.64	\$58.80
Tester	Junior	\$23.22	\$38.32
Tester	Mid-Level	\$27.15	\$44.79
Tester	Senior	\$33.68	\$55.57
Tester	Expert	\$37.60	\$62.05
Training Developer	Junior	\$20.84	\$34.38
Training Developer	Mid-Level	\$23.93	\$39.48
Training Developer	Senior	\$29.07	\$47.97
Training Developer	Expert	\$33.19	\$54.76
Web Administrator	Junior	\$14.66	\$24.20
Web Administrator	Mid-Level	\$20.84	\$34.38
Web Administrator	Senior	\$35.25	\$58.16
Web Administrator	Expert	\$40.39	\$66.65
Web Designer	Junior	\$21.87	\$36.08
Web Designer	Mid-Level	\$28.04	\$46.27
Web Designer	Senior	\$33.19	\$54.76
Web Designer	Expert	\$38.33	\$63.25
Web Developer	Junior	\$23.93	\$39.48
Web Developer	Mid-Level	\$30.10	\$49.67
Web Developer	Senior	\$36.27	\$59.85
Web Developer	Expert	\$43.48	\$71.74
Web Manager	Junior	\$25.98	\$42.87
Web Manager	Mid-Level	\$33.19	\$54.76
Web Manager	Senior	\$41.42	\$68.34
Web Manager	Expert	\$47.59	\$78.53

REGION 2

Region 2 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Technical Writer	Mid-Level	\$21.69	\$35.80
Technical Writer	Senior	\$28.38	\$46.82
Technical Writer	Expert	\$36.37	\$60.01
Tester	Junior	\$23.70	\$39.11
Tester	Mid-Level	\$27.71	\$45.72
Tester	Senior	\$34.38	\$56.72
Tester	Expert	\$38.38	\$63.33
Training Developer	Junior	\$21.27	\$35.09
Training Developer	Mid-Level	\$24.42	\$40.29
Training Developer	Senior	\$29.67	\$48.96
Training Developer	Expert	\$33.87	\$55.89
Web Administrator	Junior	\$14.97	\$24.69
Web Administrator	Mid-Level	\$21.27	\$35.09
Web Administrator	Senior	\$35.97	\$59.35
Web Administrator	Expert	\$41.22	\$68.02
Web Designer	Junior	\$22.32	\$36.83
Web Designer	Mid-Level	\$28.62	\$47.22
Web Designer	Senior	\$33.87	\$55.89
Web Designer	Expert	\$39.12	\$64.55
Web Developer	Junior	\$24.42	\$40.29
Web Developer	Mid-Level	\$30.72	\$50.69
Web Developer	Senior	\$37.02	\$61.09
Web Developer	Expert	\$44.37	\$73.22
Web Manager	Junior	\$26.52	\$43.76
Web Manager	Mid-Level	\$33.87	\$55.89
Web Manager	Senior	\$42.27	\$69.75
Web Manager	Expert	\$48.58	\$80.15

REGION 3

Region 3 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Technical Writer	Mid-Level	\$21.91	\$36.16
Technical Writer	Senior	\$28.66	\$47.29
Technical Writer	Expert	\$36.74	\$60.62
Tester	Junior	\$23.94	\$39.50
Tester	Mid-Level	\$27.99	\$46.18
Tester	Senior	\$34.72	\$57.29
Tester	Expert	\$38.77	\$63.97
Training Developer	Junior	\$21.48	\$35.45
Training Developer	Mid-Level	\$24.67	\$40.70
Training Developer	Senior	\$29.97	\$49.45
Training Developer	Expert	\$34.21	\$56.45
Web Administrator	Junior	\$15.12	\$24.94
Web Administrator	Mid-Level	\$21.48	\$35.45
Web Administrator	Senior	\$36.34	\$59.95
Web Administrator	Expert	\$41.64	\$68.71
Web Designer	Junior	\$22.54	\$37.20
Web Designer	Mid-Level	\$28.91	\$47.70
Web Designer	Senior	\$34.21	\$56.45
Web Designer	Expert	\$39.52	\$65.21
Web Developer	Junior	\$24.67	\$40.70
Web Developer	Mid-Level	\$31.03	\$51.20
Web Developer	Senior	\$37.40	\$61.70
Web Developer	Expert	\$44.82	\$73.96
Web Manager	Junior	\$26.79	\$44.20
Web Manager	Mid-Level	\$34.21	\$56.45
Web Manager	Senior	\$42.70	\$70.46
Web Manager	Expert	\$49.07	\$80.96

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1

Region 1 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$23.18	\$38.25
Business Analyst	Mid-Level	\$32.97	\$54.40
Business Analyst	Senior	\$40.96	\$67.58
Business Analyst	Expert	\$43.49	\$71.76
Cloud Engineer	Junior	\$33.22	\$54.81
Cloud Engineer	Mid-Level	\$38.22	\$63.06
Cloud Engineer	Senior	\$44.21	\$72.95
Cloud Engineer	Expert	\$55.20	\$91.08
Database Administrator	Junior	\$23.56	\$38.88
Database Administrator	Mid-Level	\$35.20	\$58.09
Database Administrator	Senior	\$42.22	\$69.66
Database Administrator	Expert	\$46.75	\$77.13
Database Architect	Junior	\$34.22	\$56.46
Database Architect	Mid-Level	\$43.21	\$71.30
Database Architect	Senior	\$46.21	\$76.24
Database Architect	Expert	\$50.95	\$84.07
Database Manager	Junior	\$27.23	\$44.92
Database Manager	Mid-Level	\$36.22	\$59.76
Database Manager	Senior	\$42.21	\$69.65
Database Manager	Expert	\$47.21	\$77.89
Graphic Designer	Junior	\$20.23	\$33.38
Graphic Designer	Mid-Level	\$25.23	\$41.63
Graphic Designer	Senior	\$31.22	\$51.52
Graphic Designer	Expert	\$36.22	\$59.76
Help Desk Manager	Junior	\$22.23	\$36.68
Help Desk Manager	Mid-Level	\$27.23	\$44.92
Help Desk Manager	Senior	\$30.22	\$49.87
Help Desk Manager	Expert	\$36.22	\$59.76
IT Manager	Junior	\$29.22	\$48.22
IT Manager	Mid-Level	\$36.22	\$59.76
IT Manager	Senior	\$44.21	\$72.95
IT Manager	Expert	\$50.20	\$82.84
IT Specialist	Junior	\$17.91	\$29.55
IT Specialist	Mid-Level	\$30.80	\$50.82
IT Specialist	Senior	\$39.68	\$65.48
IT Specialist	Expert	\$44.26	\$73.03
Network Administrator	Junior	\$20.23	\$33.38
Network Administrator	Mid-Level	\$28.22	\$46.57
Network Administrator	Senior	\$35.22	\$58.11
Network Administrator	Expert	\$39.21	\$64.70
Network Architect	Junior	\$23.23	\$38.33
Network Architect	Mid-Level	\$33.22	\$54.81
Network Architect	Senior	\$37.22	\$61.41
Network Architect	Expert	\$41.21	\$68.00
Operations Manager	Junior	\$26.23	\$43.27
Operations Manager	Mid-Level	\$32.22	\$53.16
Operations Manager	Senior	\$35.22	\$58.11
Operations Manager	Expert	\$41.21	\$68.00
Programmer	Junior	\$23.18	\$38.25

REGION 2

Region 2 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$23.66	\$39.04
Business Analyst	Mid-Level	\$33.65	\$55.52
Business Analyst	Senior	\$41.80	\$68.97
Business Analyst	Expert	\$44.39	\$73.24
Cloud Engineer	Junior	\$33.91	\$55.94
Cloud Engineer	Mid-Level	\$39.00	\$64.36
Cloud Engineer	Senior	\$45.12	\$74.45
Cloud Engineer	Expert	\$56.34	\$92.96
Database Administrator	Junior	\$24.05	\$39.68
Database Administrator	Mid-Level	\$35.93	\$59.28
Database Administrator	Senior	\$43.09	\$71.10
Database Administrator	Expert	\$47.71	\$78.72
Database Architect	Junior	\$34.92	\$57.63
Database Architect	Mid-Level	\$44.10	\$72.77
Database Architect	Senior	\$47.16	\$77.82
Database Architect	Expert	\$52.00	\$85.81
Database Manager	Junior	\$27.79	\$45.85
Database Manager	Mid-Level	\$36.96	\$60.99
Database Manager	Senior	\$43.08	\$71.09
Database Manager	Expert	\$48.18	\$79.50
Graphic Designer	Junior	\$20.65	\$34.07
Graphic Designer	Mid-Level	\$25.75	\$42.48
Graphic Designer	Senior	\$31.87	\$52.58
Graphic Designer	Expert	\$36.96	\$60.99
Help Desk Manager	Junior	\$22.69	\$37.44
Help Desk Manager	Mid-Level	\$27.79	\$45.85
Help Desk Manager	Senior	\$30.85	\$50.90
Help Desk Manager	Expert	\$36.96	\$60.99
IT Manager	Junior	\$29.83	\$49.21
IT Manager	Mid-Level	\$36.96	\$60.99
IT Manager	Senior	\$45.12	\$74.45
IT Manager	Expert	\$51.24	\$84.55
IT Specialist	Junior	\$18.28	\$30.16
IT Specialist	Mid-Level	\$31.44	\$51.87
IT Specialist	Senior	\$40.50	\$66.83
IT Specialist	Expert	\$45.17	\$74.53
Network Administrator	Junior	\$20.65	\$34.07
Network Administrator	Mid-Level	\$28.81	\$47.53
Network Administrator	Senior	\$35.94	\$59.31
Network Administrator	Expert	\$40.02	\$66.04
Network Architect	Junior	\$23.71	\$39.12
Network Architect	Mid-Level	\$33.91	\$55.94
Network Architect	Senior	\$37.98	\$62.67
Network Architect	Expert	\$42.06	\$69.40
Operations Manager	Junior	\$26.77	\$44.17
Operations Manager	Mid-Level	\$32.89	\$54.26
Operations Manager	Senior	\$35.94	\$59.31
Operations Manager	Expert	\$42.06	\$69.40
Programmer	Junior	\$23.66	\$39.04

REGION 3

Region 3 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$23.90	\$39.44
Business Analyst	Mid-Level	\$33.99	\$56.08
Business Analyst	Senior	\$42.22	\$69.67
Business Analyst	Expert	\$44.84	\$73.98
Cloud Engineer	Junior	\$34.25	\$56.51
Cloud Engineer	Mid-Level	\$39.40	\$65.01
Cloud Engineer	Senior	\$45.58	\$75.20
Cloud Engineer	Expert	\$56.91	\$93.90
Database Administrator	Junior	\$24.29	\$40.08
Database Administrator	Mid-Level	\$36.29	\$59.88
Database Administrator	Senior	\$43.52	\$71.81
Database Administrator	Expert	\$48.19	\$79.52
Database Architect	Junior	\$35.28	\$58.21
Database Architect	Mid-Level	\$44.55	\$73.50
Database Architect	Senior	\$47.64	\$78.60
Database Architect	Expert	\$52.53	\$86.67
Database Manager	Junior	\$28.07	\$46.31
Database Manager	Mid-Level	\$37.34	\$61.61
Database Manager	Senior	\$43.52	\$71.80
Database Manager	Expert	\$48.67	\$80.30
Graphic Designer	Junior	\$20.86	\$34.41
Graphic Designer	Mid-Level	\$26.01	\$42.91
Graphic Designer	Senior	\$32.19	\$53.11
Graphic Designer	Expert	\$37.34	\$61.61
Help Desk Manager	Junior	\$22.92	\$37.81
Help Desk Manager	Mid-Level	\$28.07	\$46.31
Help Desk Manager	Senior	\$31.16	\$51.41
Help Desk Manager	Expert	\$37.34	\$61.61
IT Manager	Junior	\$30.13	\$49.71
IT Manager	Mid-Level	\$37.34	\$61.61
IT Manager	Senior	\$45.58	\$75.20
IT Manager	Expert	\$51.76	\$85.40
IT Specialist	Junior	\$18.46	\$30.46
IT Specialist	Mid-Level	\$31.75	\$52.39
IT Specialist	Senior	\$40.91	\$67.50
IT Specialist	Expert	\$45.63	\$75.29
Network Administrator	Junior	\$20.86	\$34.41
Network Administrator	Mid-Level	\$29.10	\$48.01
Network Administrator	Senior	\$36.31	\$59.91
Network Administrator	Expert	\$40.43	\$66.71
Network Architect	Junior	\$23.95	\$39.51
Network Architect	Mid-Level	\$34.25	\$56.51
Network Architect	Senior	\$38.37	\$63.31
Network Architect	Expert	\$42.49	\$70.10
Operations Manager	Junior	\$27.04	\$44.61
Operations Manager	Mid-Level	\$33.22	\$54.81
Operations Manager	Senior	\$36.31	\$59.91
Operations Manager	Expert	\$42.49	\$70.10
Programmer	Junior	\$23.90	\$39.44

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1

Region 1 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Mid-Level	\$33.34	\$55.01
Programmer	Senior	\$42.03	\$69.36
Programmer	Expert	\$46.36	\$76.49
Project Manager	Junior	\$26.99	\$44.54
Project Manager	Mid-Level	\$36.51	\$60.24
Project Manager	Senior	\$46.86	\$77.32
Project Manager	Expert	\$52.45	\$86.55
Security Analyst	Junior	\$23.23	\$38.33
Security Analyst	Mid-Level	\$33.22	\$54.81
Security Analyst	Senior	\$43.21	\$71.30
Security Analyst	Expert	\$51.20	\$84.49
Security Manager	Junior	\$23.23	\$38.33
Security Manager	Mid-Level	\$35.22	\$58.11
Security Manager	Senior	\$46.21	\$76.24
Security Manager	Expert	\$54.20	\$89.43
Software Analyst	Junior	\$20.23	\$33.38
Software Analyst	Mid-Level	\$26.23	\$43.27
Software Analyst	Senior	\$34.22	\$56.46
Software Analyst	Expert	\$41.21	\$68.00
Software Architect	Junior	\$29.53	\$48.72
Software Architect	Mid-Level	\$39.05	\$64.42
Software Architect	Senior	\$47.94	\$79.10
Software Architect	Expert	\$54.45	\$89.84
Software Developer	Junior	\$24.23	\$39.98
Software Developer	Mid-Level	\$31.22	\$51.52
Software Developer	Senior	\$40.21	\$66.35
Software Developer	Expert	\$46.21	\$76.24
Software Manager	Junior	\$29.22	\$48.22
Software Manager	Mid-Level	\$36.22	\$59.76
Software Manager	Senior	\$44.21	\$72.95
Software Manager	Expert	\$50.20	\$82.84
Systems Administrator	Junior	\$15.49	\$25.56
Systems Administrator	Mid-Level	\$23.62	\$38.96
Systems Administrator	Senior	\$39.05	\$64.42
Systems Administrator	Expert	\$43.93	\$72.49
Systems Analyst	Junior	\$24.23	\$39.98
Systems Analyst	Mid-Level	\$33.22	\$54.81
Systems Analyst	Senior	\$38.22	\$63.06
Systems Analyst	Expert	\$42.21	\$69.65
Systems Architect	Junior	\$27.23	\$44.92
Systems Architect	Mid-Level	\$36.22	\$59.76
Systems Architect	Senior	\$45.21	\$74.60
Systems Architect	Expert	\$50.95	\$84.07
Systems Developer	Junior	\$25.23	\$41.63
Systems Developer	Mid-Level	\$32.22	\$53.16
Systems Developer	Senior	\$41.21	\$68.00
Systems Developer	Expert	\$49.21	\$81.19
Technical Writer	Junior	\$16.83	\$27.77

REGION 2

Region 2 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Mid-Level	\$34.02	\$56.14
Programmer	Senior	\$42.90	\$70.79
Programmer	Expert	\$47.31	\$78.07
Project Manager	Junior	\$27.55	\$45.46
Project Manager	Mid-Level	\$37.26	\$61.48
Project Manager	Senior	\$47.82	\$78.91
Project Manager	Expert	\$53.53	\$88.33
Security Analyst	Junior	\$23.71	\$39.12
Security Analyst	Mid-Level	\$33.91	\$55.94
Security Analyst	Senior	\$44.10	\$72.77
Security Analyst	Expert	\$52.26	\$86.23
Security Manager	Junior	\$23.71	\$39.12
Security Manager	Mid-Level	\$35.94	\$59.31
Security Manager	Senior	\$47.16	\$77.82
Security Manager	Expert	\$55.32	\$91.28
Software Analyst	Junior	\$20.65	\$34.07
Software Analyst	Mid-Level	\$26.77	\$44.17
Software Analyst	Senior	\$34.92	\$57.63
Software Analyst	Expert	\$42.06	\$69.40
Software Architect	Junior	\$30.14	\$49.73
Software Architect	Mid-Level	\$39.85	\$65.75
Software Architect	Senior	\$48.92	\$80.73
Software Architect	Expert	\$55.57	\$91.70
Software Developer	Junior	\$24.73	\$40.80
Software Developer	Mid-Level	\$31.87	\$52.58
Software Developer	Senior	\$41.04	\$67.72
Software Developer	Expert	\$47.16	\$77.82
Software Manager	Junior	\$29.83	\$49.21
Software Manager	Mid-Level	\$36.96	\$60.99
Software Manager	Senior	\$45.12	\$74.45
Software Manager	Expert	\$51.24	\$84.55
Systems Administrator	Junior	\$15.81	\$26.09
Systems Administrator	Mid-Level	\$24.10	\$39.77
Systems Administrator	Senior	\$39.85	\$65.75
Systems Administrator	Expert	\$44.84	\$73.98
Systems Analyst	Junior	\$24.73	\$40.80
Systems Analyst	Mid-Level	\$33.91	\$55.94
Systems Analyst	Senior	\$39.00	\$64.36
Systems Analyst	Expert	\$43.08	\$71.09
Systems Architect	Junior	\$27.79	\$45.85
Systems Architect	Mid-Level	\$36.96	\$60.99
Systems Architect	Senior	\$46.14	\$76.13
Systems Architect	Expert	\$52.00	\$85.81
Systems Developer	Junior	\$25.75	\$42.48
Systems Developer	Mid-Level	\$32.89	\$54.26
Systems Developer	Senior	\$42.06	\$69.40
Systems Developer	Expert	\$50.22	\$82.86
Technical Writer	Junior	\$17.18	\$28.34

REGION 3

Region 3 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Mid-Level	\$34.37	\$56.71
Programmer	Senior	\$43.33	\$71.50
Programmer	Expert	\$47.79	\$78.86
Project Manager	Junior	\$27.83	\$45.92
Project Manager	Mid-Level	\$37.64	\$62.10
Project Manager	Senior	\$48.31	\$79.71
Project Manager	Expert	\$54.08	\$89.22
Security Analyst	Junior	\$23.95	\$39.51
Security Analyst	Mid-Level	\$34.25	\$56.51
Security Analyst	Senior	\$44.55	\$73.50
Security Analyst	Expert	\$52.79	\$87.10
Security Manager	Junior	\$23.95	\$39.51
Security Manager	Mid-Level	\$36.31	\$59.91
Security Manager	Senior	\$47.64	\$78.60
Security Manager	Expert	\$55.88	\$92.20
Software Analyst	Junior	\$20.86	\$34.41
Software Analyst	Mid-Level	\$27.04	\$44.61
Software Analyst	Senior	\$35.28	\$58.21
Software Analyst	Expert	\$42.49	\$70.10
Software Architect	Junior	\$30.44	\$50.23
Software Architect	Mid-Level	\$40.25	\$66.42
Software Architect	Senior	\$49.42	\$81.54
Software Architect	Expert	\$56.14	\$92.62
Software Developer	Junior	\$24.98	\$41.21
Software Developer	Mid-Level	\$32.19	\$53.11
Software Developer	Senior	\$41.46	\$68.40
Software Developer	Expert	\$47.64	\$78.60
Software Manager	Junior	\$30.13	\$49.71
Software Manager	Mid-Level	\$37.34	\$61.61
Software Manager	Senior	\$45.58	\$75.20
Software Manager	Expert	\$51.76	\$85.40
Systems Administrator	Junior	\$15.97	\$26.35
Systems Administrator	Mid-Level	\$24.35	\$40.17
Systems Administrator	Senior	\$40.25	\$66.42
Systems Administrator	Expert	\$45.29	\$74.73
Systems Analyst	Junior	\$24.98	\$41.21
Systems Analyst	Mid-Level	\$34.25	\$56.51
Systems Analyst	Senior	\$39.40	\$65.01
Systems Analyst	Expert	\$43.52	\$71.80
Systems Architect	Junior	\$28.07	\$46.31
Systems Architect	Mid-Level	\$37.34	\$61.61
Systems Architect	Senior	\$46.61	\$76.90
Systems Architect	Expert	\$52.53	\$86.67
Systems Developer	Junior	\$26.01	\$42.91
Systems Developer	Mid-Level	\$33.22	\$54.81
Systems Developer	Senior	\$42.49	\$70.10
Systems Developer	Expert	\$50.73	\$83.70
Technical Writer	Junior	\$17.35	\$28.63

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1

Region 1 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Technical Writer	Mid-Level	\$20.64	\$34.05
Technical Writer	Senior	\$26.99	\$44.54
Technical Writer	Expert	\$34.60	\$57.09
Tester	Junior	\$22.55	\$37.20
Tester	Mid-Level	\$26.36	\$43.49
Tester	Senior	\$32.70	\$53.96
Tester	Expert	\$36.51	\$60.24
Training Developer	Junior	\$20.23	\$33.38
Training Developer	Mid-Level	\$23.23	\$38.33
Training Developer	Senior	\$28.22	\$46.57
Training Developer	Expert	\$32.22	\$53.16
Web Administrator	Junior	\$14.24	\$23.49
Web Administrator	Mid-Level	\$20.23	\$33.38
Web Administrator	Senior	\$34.22	\$56.46
Web Administrator	Expert	\$39.21	\$64.70
Web Designer	Junior	\$21.23	\$35.03
Web Designer	Mid-Level	\$27.23	\$44.92
Web Designer	Senior	\$32.22	\$53.16
Web Designer	Expert	\$37.22	\$61.41
Web Developer	Junior	\$23.23	\$38.33
Web Developer	Mid-Level	\$29.22	\$48.22
Web Developer	Senior	\$35.22	\$58.11
Web Developer	Expert	\$42.21	\$69.65
Web Manager	Junior	\$25.23	\$41.63
Web Manager	Mid-Level	\$32.22	\$53.16
Web Manager	Senior	\$40.21	\$66.35
Web Manager	Expert	\$46.21	\$76.24

REGION 2

Region 2 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Technical Writer	Mid-Level	\$21.06	\$34.75
Technical Writer	Senior	\$27.55	\$45.46
Technical Writer	Expert	\$35.31	\$58.27
Tester	Junior	\$23.01	\$37.97
Tester	Mid-Level	\$26.90	\$44.38
Tester	Senior	\$33.37	\$55.07
Tester	Expert	\$37.26	\$61.48
Training Developer	Junior	\$20.65	\$34.07
Training Developer	Mid-Level	\$23.71	\$39.12
Training Developer	Senior	\$28.81	\$47.53
Training Developer	Expert	\$32.89	\$54.26
Web Administrator	Junior	\$14.53	\$23.98
Web Administrator	Mid-Level	\$20.65	\$34.07
Web Administrator	Senior	\$34.92	\$57.63
Web Administrator	Expert	\$40.02	\$66.04
Web Designer	Junior	\$21.67	\$35.75
Web Designer	Mid-Level	\$27.79	\$45.85
Web Designer	Senior	\$32.89	\$54.26
Web Designer	Expert	\$37.98	\$62.67
Web Developer	Junior	\$23.71	\$39.12
Web Developer	Mid-Level	\$29.83	\$49.21
Web Developer	Senior	\$35.94	\$59.31
Web Developer	Expert	\$43.08	\$71.09
Web Manager	Junior	\$25.75	\$42.48
Web Manager	Mid-Level	\$32.89	\$54.26
Web Manager	Senior	\$41.04	\$67.72
Web Manager	Expert	\$47.16	\$77.82

REGION 3

Region 3 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Technical Writer	Mid-Level	\$21.28	\$35.10
Technical Writer	Senior	\$27.83	\$45.92
Technical Writer	Expert	\$35.67	\$58.86
Tester	Junior	\$23.24	\$38.35
Tester	Mid-Level	\$27.17	\$44.83
Tester	Senior	\$33.71	\$55.62
Tester	Expert	\$37.64	\$62.10
Training Developer	Junior	\$20.86	\$34.41
Training Developer	Mid-Level	\$23.95	\$39.51
Training Developer	Senior	\$29.10	\$48.01
Training Developer	Expert	\$33.22	\$54.81
Web Administrator	Junior	\$14.68	\$24.22
Web Administrator	Mid-Level	\$20.86	\$34.41
Web Administrator	Senior	\$35.28	\$58.21
Web Administrator	Expert	\$40.43	\$66.71
Web Designer	Junior	\$21.89	\$36.11
Web Designer	Mid-Level	\$28.07	\$46.31
Web Designer	Senior	\$33.22	\$54.81
Web Designer	Expert	\$38.37	\$63.31
Web Developer	Junior	\$23.95	\$39.51
Web Developer	Mid-Level	\$30.13	\$49.71
Web Developer	Senior	\$36.31	\$59.91
Web Developer	Expert	\$43.52	\$71.80
Web Manager	Junior	\$26.01	\$42.91
Web Manager	Mid-Level	\$33.22	\$54.81
Web Manager	Senior	\$41.46	\$68.40
Web Manager	Expert	\$47.64	\$78.60

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1

Region 1 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$22.51	\$37.14
Business Analyst	Mid-Level	\$32.01	\$52.82
Business Analyst	Senior	\$39.76	\$65.61
Business Analyst	Expert	\$42.22	\$69.67
Cloud Engineer	Junior	\$32.25	\$53.22
Cloud Engineer	Mid-Level	\$37.10	\$61.22
Cloud Engineer	Senior	\$42.92	\$70.82
Cloud Engineer	Expert	\$53.59	\$88.43
Database Administrator	Junior	\$22.87	\$37.74
Database Administrator	Mid-Level	\$34.18	\$56.39
Database Administrator	Senior	\$40.99	\$67.63
Database Administrator	Expert	\$45.39	\$74.89
Database Architect	Junior	\$33.22	\$54.82
Database Architect	Mid-Level	\$41.95	\$69.22
Database Architect	Senior	\$44.86	\$74.02
Database Architect	Expert	\$49.47	\$81.63
Database Manager	Junior	\$26.43	\$43.61
Database Manager	Mid-Level	\$35.16	\$58.02
Database Manager	Senior	\$40.98	\$67.62
Database Manager	Expert	\$45.83	\$75.62
Graphic Designer	Junior	\$19.64	\$32.41
Graphic Designer	Mid-Level	\$24.49	\$40.41
Graphic Designer	Senior	\$30.31	\$50.02
Graphic Designer	Expert	\$35.16	\$58.02
Help Desk Manager	Junior	\$21.58	\$35.61
Help Desk Manager	Mid-Level	\$26.43	\$43.61
Help Desk Manager	Senior	\$29.34	\$48.42
Help Desk Manager	Expert	\$35.16	\$58.02
IT Manager	Junior	\$28.37	\$46.81
IT Manager	Mid-Level	\$35.16	\$58.02
IT Manager	Senior	\$42.92	\$70.82
IT Manager	Expert	\$48.74	\$80.43
IT Specialist	Junior	\$17.39	\$28.69
IT Specialist	Mid-Level	\$29.90	\$49.34
IT Specialist	Senior	\$38.53	\$63.57
IT Specialist	Expert	\$42.97	\$70.90
Network Administrator	Junior	\$19.64	\$32.41
Network Administrator	Mid-Level	\$27.40	\$45.21
Network Administrator	Senior	\$34.19	\$56.42
Network Administrator	Expert	\$38.07	\$62.82
Network Architect	Junior	\$22.55	\$37.21
Network Architect	Mid-Level	\$32.25	\$53.22
Network Architect	Senior	\$36.13	\$59.62
Network Architect	Expert	\$40.01	\$66.02
Operations Manager	Junior	\$25.46	\$42.01
Operations Manager	Mid-Level	\$31.28	\$51.62
Operations Manager	Senior	\$34.19	\$56.42
Operations Manager	Expert	\$40.01	\$66.02
Programmer	Junior	\$22.51	\$37.14
Programmer	Mid-Level	\$32.37	\$53.40
Programmer	Senior	\$40.81	\$67.34

REGION 2

Region 2 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$22.97	\$37.90
Business Analyst	Mid-Level	\$32.67	\$53.91
Business Analyst	Senior	\$40.58	\$66.96
Business Analyst	Expert	\$43.09	\$71.11
Cloud Engineer	Junior	\$32.92	\$54.31
Cloud Engineer	Mid-Level	\$37.87	\$62.48
Cloud Engineer	Senior	\$43.81	\$72.28
Cloud Engineer	Expert	\$54.70	\$90.25
Database Administrator	Junior	\$23.35	\$38.52
Database Administrator	Mid-Level	\$34.88	\$57.56
Database Administrator	Senior	\$41.83	\$69.02
Database Administrator	Expert	\$46.32	\$76.43
Database Architect	Junior	\$33.91	\$55.95
Database Architect	Mid-Level	\$42.82	\$70.65
Database Architect	Senior	\$45.79	\$75.55
Database Architect	Expert	\$50.49	\$83.31
Database Manager	Junior	\$26.98	\$44.51
Database Manager	Mid-Level	\$35.89	\$59.21
Database Manager	Senior	\$41.83	\$69.02
Database Manager	Expert	\$46.78	\$77.18
Graphic Designer	Junior	\$20.05	\$33.08
Graphic Designer	Mid-Level	\$25.00	\$41.25
Graphic Designer	Senior	\$30.94	\$51.05
Graphic Designer	Expert	\$35.89	\$59.21
Help Desk Manager	Junior	\$22.03	\$36.35
Help Desk Manager	Mid-Level	\$26.98	\$44.51
Help Desk Manager	Senior	\$29.95	\$49.41
Help Desk Manager	Expert	\$35.89	\$59.21
IT Manager	Junior	\$28.96	\$47.78
IT Manager	Mid-Level	\$35.89	\$59.21
IT Manager	Senior	\$43.81	\$72.28
IT Manager	Expert	\$49.75	\$82.08
IT Specialist	Junior	\$17.74	\$29.28
IT Specialist	Mid-Level	\$30.52	\$50.36
IT Specialist	Senior	\$39.32	\$64.88
IT Specialist	Expert	\$43.86	\$72.36
Network Administrator	Junior	\$20.05	\$33.08
Network Administrator	Mid-Level	\$27.97	\$46.15
Network Administrator	Senior	\$34.90	\$57.58
Network Administrator	Expert	\$38.86	\$64.11
Network Architect	Junior	\$23.02	\$37.98
Network Architect	Mid-Level	\$32.92	\$54.31
Network Architect	Senior	\$36.88	\$60.85
Network Architect	Expert	\$40.84	\$67.38
Operations Manager	Junior	\$25.99	\$42.88
Operations Manager	Mid-Level	\$31.93	\$52.68
Operations Manager	Senior	\$34.90	\$57.58
Operations Manager	Expert	\$40.84	\$67.38
Programmer	Junior	\$22.97	\$37.90
Programmer	Mid-Level	\$33.03	\$54.51
Programmer	Senior	\$41.65	\$68.72

REGION 3

Region 3 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$23.20	\$38.29
Business Analyst	Mid-Level	\$33.00	\$54.45
Business Analyst	Senior	\$40.99	\$67.64
Business Analyst	Expert	\$43.53	\$71.82
Cloud Engineer	Junior	\$33.25	\$54.86
Cloud Engineer	Mid-Level	\$38.25	\$63.11
Cloud Engineer	Senior	\$44.25	\$73.01
Cloud Engineer	Expert	\$55.25	\$91.16
Database Administrator	Junior	\$23.58	\$38.91
Database Administrator	Mid-Level	\$35.24	\$58.14
Database Administrator	Senior	\$42.26	\$69.72
Database Administrator	Expert	\$46.79	\$77.20
Database Architect	Junior	\$34.25	\$56.51
Database Architect	Mid-Level	\$43.25	\$71.36
Database Architect	Senior	\$46.25	\$76.31
Database Architect	Expert	\$51.00	\$84.15
Database Manager	Junior	\$27.25	\$44.96
Database Manager	Mid-Level	\$36.25	\$59.81
Database Manager	Senior	\$42.25	\$69.71
Database Manager	Expert	\$47.25	\$77.96
Graphic Designer	Junior	\$20.25	\$33.41
Graphic Designer	Mid-Level	\$25.25	\$41.66
Graphic Designer	Senior	\$31.25	\$51.56
Graphic Designer	Expert	\$36.25	\$59.81
Help Desk Manager	Junior	\$22.25	\$36.71
Help Desk Manager	Mid-Level	\$27.25	\$44.96
Help Desk Manager	Senior	\$30.25	\$49.91
Help Desk Manager	Expert	\$36.25	\$59.81
IT Manager	Junior	\$29.25	\$48.26
IT Manager	Mid-Level	\$36.25	\$59.81
IT Manager	Senior	\$44.25	\$73.01
IT Manager	Expert	\$50.25	\$82.91
IT Specialist	Junior	\$17.92	\$29.57
IT Specialist	Mid-Level	\$30.83	\$50.87
IT Specialist	Senior	\$39.72	\$65.53
IT Specialist	Expert	\$44.30	\$73.10
Network Administrator	Junior	\$20.25	\$33.41
Network Administrator	Mid-Level	\$28.25	\$46.61
Network Administrator	Senior	\$35.25	\$58.16
Network Administrator	Expert	\$39.25	\$64.76
Network Architect	Junior	\$23.25	\$38.36
Network Architect	Mid-Level	\$33.25	\$54.86
Network Architect	Senior	\$37.25	\$61.46
Network Architect	Expert	\$41.25	\$68.06
Operations Manager	Junior	\$26.25	\$43.31
Operations Manager	Mid-Level	\$32.25	\$53.21
Operations Manager	Senior	\$35.25	\$58.16
Operations Manager	Expert	\$41.25	\$68.06
Programmer	Junior	\$23.20	\$38.29
Programmer	Mid-Level	\$33.37	\$55.06
Programmer	Senior	\$42.07	\$69.42

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1

Region 1 Markup % 65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Expert	\$45.01	\$74.26
Project Manager	Junior	\$26.21	\$43.24
Project Manager	Mid-Level	\$35.45	\$58.49
Project Manager	Senior	\$45.49	\$75.06
Project Manager	Expert	\$50.93	\$84.03
Security Analyst	Junior	\$22.55	\$37.21
Security Analyst	Mid-Level	\$32.25	\$53.22
Security Analyst	Senior	\$41.95	\$69.22
Security Analyst	Expert	\$49.71	\$82.03
Security Manager	Junior	\$22.55	\$37.21
Security Manager	Mid-Level	\$34.19	\$56.42
Security Manager	Senior	\$44.86	\$74.02
Security Manager	Expert	\$52.62	\$86.83
Software Analyst	Junior	\$19.64	\$32.41
Software Analyst	Mid-Level	\$25.46	\$42.01
Software Analyst	Senior	\$33.22	\$54.82
Software Analyst	Expert	\$40.01	\$66.02
Software Architect	Junior	\$28.67	\$47.30
Software Architect	Mid-Level	\$37.91	\$62.55
Software Architect	Senior	\$46.54	\$76.79
Software Architect	Expert	\$52.87	\$87.23
Software Developer	Junior	\$23.52	\$38.81
Software Developer	Mid-Level	\$30.31	\$50.02
Software Developer	Senior	\$39.04	\$64.42
Software Developer	Expert	\$44.86	\$74.02
Software Manager	Junior	\$28.37	\$46.81
Software Manager	Mid-Level	\$35.16	\$58.02
Software Manager	Senior	\$42.92	\$70.82
Software Manager	Expert	\$48.74	\$80.43
Systems Administrator	Junior	\$15.04	\$24.81
Systems Administrator	Mid-Level	\$22.93	\$37.83
Systems Administrator	Senior	\$37.91	\$62.55
Systems Administrator	Expert	\$42.65	\$70.38
Systems Analyst	Junior	\$23.52	\$38.81
Systems Analyst	Mid-Level	\$32.25	\$53.22
Systems Analyst	Senior	\$37.10	\$61.22
Systems Analyst	Expert	\$40.98	\$67.62
Systems Architect	Junior	\$26.43	\$43.61
Systems Architect	Mid-Level	\$35.16	\$58.02
Systems Architect	Senior	\$43.89	\$72.42
Systems Architect	Expert	\$49.47	\$81.63
Systems Developer	Junior	\$24.49	\$40.41
Systems Developer	Mid-Level	\$31.28	\$51.62
Systems Developer	Senior	\$40.01	\$66.02
Systems Developer	Expert	\$47.77	\$78.82
Technical Writer	Junior	\$16.34	\$26.96
Technical Writer	Mid-Level	\$20.04	\$33.06
Technical Writer	Senior	\$26.21	\$43.24
Technical Writer	Expert	\$33.59	\$55.43

REGION 2

Region 2 Markup % 65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Expert	\$45.94	\$75.79
Project Manager	Junior	\$26.75	\$44.13
Project Manager	Mid-Level	\$36.18	\$59.69
Project Manager	Senior	\$46.43	\$76.61
Project Manager	Expert	\$51.98	\$85.76
Security Analyst	Junior	\$23.02	\$37.98
Security Analyst	Mid-Level	\$32.92	\$54.31
Security Analyst	Senior	\$42.82	\$70.65
Security Analyst	Expert	\$50.74	\$83.72
Security Manager	Junior	\$23.02	\$37.98
Security Manager	Mid-Level	\$34.90	\$57.58
Security Manager	Senior	\$45.79	\$75.55
Security Manager	Expert	\$53.71	\$88.62
Software Analyst	Junior	\$20.05	\$33.08
Software Analyst	Mid-Level	\$25.99	\$42.88
Software Analyst	Senior	\$33.91	\$55.95
Software Analyst	Expert	\$40.84	\$67.38
Software Architect	Junior	\$29.26	\$48.28
Software Architect	Mid-Level	\$38.69	\$63.84
Software Architect	Senior	\$47.50	\$78.37
Software Architect	Expert	\$53.96	\$89.03
Software Developer	Junior	\$24.01	\$39.61
Software Developer	Mid-Level	\$30.94	\$51.05
Software Developer	Senior	\$39.85	\$65.75
Software Developer	Expert	\$45.79	\$75.55
Software Manager	Junior	\$28.96	\$47.78
Software Manager	Mid-Level	\$35.89	\$59.21
Software Manager	Senior	\$43.81	\$72.28
Software Manager	Expert	\$49.75	\$82.08
Systems Administrator	Junior	\$15.35	\$25.33
Systems Administrator	Mid-Level	\$23.40	\$38.61
Systems Administrator	Senior	\$38.69	\$63.84
Systems Administrator	Expert	\$43.53	\$71.83
Systems Analyst	Junior	\$24.01	\$39.61
Systems Analyst	Mid-Level	\$32.92	\$54.31
Systems Analyst	Senior	\$37.87	\$62.48
Systems Analyst	Expert	\$41.83	\$69.02
Systems Architect	Junior	\$26.98	\$44.51
Systems Architect	Mid-Level	\$35.89	\$59.21
Systems Architect	Senior	\$44.80	\$73.92
Systems Architect	Expert	\$50.49	\$83.31
Systems Developer	Junior	\$25.00	\$41.25
Systems Developer	Mid-Level	\$31.93	\$52.68
Systems Developer	Senior	\$40.84	\$67.38
Systems Developer	Expert	\$48.76	\$80.45
Technical Writer	Junior	\$16.67	\$27.51
Technical Writer	Mid-Level	\$20.45	\$33.74
Technical Writer	Senior	\$26.75	\$44.13
Technical Writer	Expert	\$34.28	\$56.57

REGION 3

Region 3 Markup % 65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Expert	\$46.40	\$76.56
Project Manager	Junior	\$27.02	\$44.58
Project Manager	Mid-Level	\$36.54	\$60.29
Project Manager	Senior	\$46.90	\$77.39
Project Manager	Expert	\$52.50	\$86.63
Security Analyst	Junior	\$23.25	\$38.36
Security Analyst	Mid-Level	\$33.25	\$54.86
Security Analyst	Senior	\$43.25	\$71.36
Security Analyst	Expert	\$51.25	\$84.56
Security Manager	Junior	\$23.25	\$38.36
Security Manager	Mid-Level	\$35.25	\$58.16
Security Manager	Senior	\$46.25	\$76.31
Security Manager	Expert	\$54.25	\$89.51
Software Analyst	Junior	\$20.25	\$33.41
Software Analyst	Mid-Level	\$26.25	\$43.31
Software Analyst	Senior	\$34.25	\$56.51
Software Analyst	Expert	\$41.25	\$68.06
Software Architect	Junior	\$29.55	\$48.77
Software Architect	Mid-Level	\$39.08	\$64.48
Software Architect	Senior	\$47.98	\$79.17
Software Architect	Expert	\$54.50	\$89.93
Software Developer	Junior	\$24.25	\$40.01
Software Developer	Mid-Level	\$31.25	\$51.56
Software Developer	Senior	\$40.25	\$66.41
Software Developer	Expert	\$46.25	\$76.31
Software Manager	Junior	\$29.25	\$48.26
Software Manager	Mid-Level	\$36.25	\$59.81
Software Manager	Senior	\$44.25	\$73.01
Software Manager	Expert	\$50.25	\$82.91
Systems Administrator	Junior	\$15.50	\$25.58
Systems Administrator	Mid-Level	\$23.64	\$39.00
Systems Administrator	Senior	\$39.08	\$64.48
Systems Administrator	Expert	\$43.97	\$72.56
Systems Analyst	Junior	\$24.25	\$40.01
Systems Analyst	Mid-Level	\$33.25	\$54.86
Systems Analyst	Senior	\$38.25	\$63.11
Systems Analyst	Expert	\$42.25	\$69.71
Systems Architect	Junior	\$27.25	\$44.96
Systems Architect	Mid-Level	\$36.25	\$59.81
Systems Architect	Senior	\$45.25	\$74.66
Systems Architect	Expert	\$51.00	\$84.15
Systems Developer	Junior	\$25.25	\$41.66
Systems Developer	Mid-Level	\$32.25	\$53.21
Systems Developer	Senior	\$41.25	\$68.06
Systems Developer	Expert	\$49.25	\$81.26
Technical Writer	Junior	\$16.84	\$27.79
Technical Writer	Mid-Level	\$20.66	\$34.08
Technical Writer	Senior	\$27.02	\$44.58
Technical Writer	Expert	\$34.63	\$57.14

Contractor Name:	Spruce Technology, Inc.
Federal ID#:	20-5656502

REGION 1	
Region 1 Markup %	65.00%

REGION 2	
Region 2 Markup %	65.00%

REGION 3	
Region 3 Markup %	65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Tester	Junior	\$21.89	\$36.12
Tester	Mid-Level	\$25.59	\$42.22
Tester	Senior	\$31.75	\$52.38
Tester	Expert	\$35.45	\$58.49
Training Developer	Junior	\$19.64	\$32.41
Training Developer	Mid-Level	\$22.55	\$37.21
Training Developer	Senior	\$27.40	\$45.21
Training Developer	Expert	\$31.28	\$51.62
Web Administrator	Junior	\$13.82	\$22.81
Web Administrator	Mid-Level	\$19.64	\$32.41
Web Administrator	Senior	\$33.22	\$54.82
Web Administrator	Expert	\$38.07	\$62.82
Web Designer	Junior	\$20.61	\$34.01
Web Designer	Mid-Level	\$26.43	\$43.61
Web Designer	Senior	\$31.28	\$51.62
Web Designer	Expert	\$36.13	\$59.62
Web Developer	Junior	\$22.55	\$37.21
Web Developer	Mid-Level	\$28.37	\$46.81
Web Developer	Senior	\$34.19	\$56.42
Web Developer	Expert	\$40.98	\$67.62
Web Manager	Junior	\$24.49	\$40.41
Web Manager	Mid-Level	\$31.28	\$51.62
Web Manager	Senior	\$39.04	\$64.42
Web Manager	Expert	\$44.86	\$74.02

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Tester	Junior	\$22.34	\$36.86
Tester	Mid-Level	\$26.12	\$43.09
Tester	Senior	\$32.40	\$53.46
Tester	Expert	\$36.18	\$59.69
Training Developer	Junior	\$20.05	\$33.08
Training Developer	Mid-Level	\$23.02	\$37.98
Training Developer	Senior	\$27.97	\$46.15
Training Developer	Expert	\$31.93	\$52.68
Web Administrator	Junior	\$14.11	\$23.28
Web Administrator	Mid-Level	\$20.05	\$33.08
Web Administrator	Senior	\$33.91	\$55.95
Web Administrator	Expert	\$38.86	\$64.11
Web Designer	Junior	\$21.04	\$34.71
Web Designer	Mid-Level	\$26.98	\$44.51
Web Designer	Senior	\$31.93	\$52.68
Web Designer	Expert	\$36.88	\$60.85
Web Developer	Junior	\$23.02	\$37.98
Web Developer	Mid-Level	\$28.96	\$47.78
Web Developer	Senior	\$34.90	\$57.58
Web Developer	Expert	\$41.83	\$69.02
Web Manager	Junior	\$25.00	\$41.25
Web Manager	Mid-Level	\$31.93	\$52.68
Web Manager	Senior	\$39.85	\$65.75
Web Manager	Expert	\$45.79	\$75.55

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Tester	Junior	\$22.57	\$37.24
Tester	Mid-Level	\$26.38	\$43.53
Tester	Senior	\$32.73	\$54.00
Tester	Expert	\$36.54	\$60.29
Training Developer	Junior	\$20.25	\$33.41
Training Developer	Mid-Level	\$23.25	\$38.36
Training Developer	Senior	\$28.25	\$46.61
Training Developer	Expert	\$32.25	\$53.21
Web Administrator	Junior	\$14.25	\$23.51
Web Administrator	Mid-Level	\$20.25	\$33.41
Web Administrator	Senior	\$34.25	\$56.51
Web Administrator	Expert	\$39.25	\$64.76
Web Designer	Junior	\$21.25	\$35.06
Web Designer	Mid-Level	\$27.25	\$44.96
Web Designer	Senior	\$32.25	\$53.21
Web Designer	Expert	\$37.25	\$61.46
Web Developer	Junior	\$23.25	\$38.36
Web Developer	Mid-Level	\$29.25	\$48.26
Web Developer	Senior	\$35.25	\$58.16
Web Developer	Expert	\$42.25	\$69.71
Web Manager	Junior	\$25.25	\$41.66
Web Manager	Mid-Level	\$32.25	\$53.21
Web Manager	Senior	\$40.25	\$66.41
Web Manager	Expert	\$46.25	\$76.31