

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	\$25.16	\$41.52
Business Analyst	Mid-Level	\$35.78	\$59.04
Business Analyst	Senior	\$44.45	\$73.34
Business Analyst	Expert	\$47.20	\$77.88
Cloud Engineer	Junior	\$36.05	\$59.49
Cloud Engineer	Mid-Level	\$41.48	\$68.43
Cloud Engineer	Senior	\$47.98	\$79.17
Cloud Engineer	Expert	\$59.91	\$98.85
Database Administrator	Junior	\$25.57	\$42.19
Database Administrator	Mid-Level	\$38.21	\$63.04
Database Administrator	Senior	\$45.82	\$75.60
Database Administrator	Expert	\$50.74	\$83.71
Database Architect	Junior	\$37.14	\$61.28
Database Architect	Mid-Level	\$46.90	\$77.38
Database Architect	Senior	\$50.15	\$82.75
Database Architect	Expert	\$55.30	\$91.25
Database Manager	Junior	\$29.55	\$48.75
Database Manager	Mid-Level	\$39.31	\$64.86
Database Manager	Senior	\$45.81	\$75.59
Database Manager	Expert	\$51.23	\$84.54
Graphic Designer	Junior	\$21.96	\$36.23
Graphic Designer	Mid-Level	\$27.38	\$45.18
Graphic Designer	Senior	\$33.89	\$55.91
Graphic Designer	Expert	\$39.31	\$64.86
Help Desk Manager	Junior	\$24.13	\$39.81
Help Desk Manager	Mid-Level	\$29.55	\$48.75
Help Desk Manager	Senior	\$32.80	\$54.12
Help Desk Manager	Expert	\$39.31	\$64.86
IT Manager	Junior	\$31.72	\$52.33
IT Manager	Mid-Level	\$39.31	\$64.86
IT Manager	Senior	\$47.98	\$79.17
IT Manager	Expert	\$54.49	\$89.90
IT Specialist	Junior	\$19.43	\$32.07
IT Specialist	Mid-Level	\$33.43	\$55.16
IT Specialist	Senior	\$43.07	\$71.06
IT Specialist	Expert	\$48.04	\$79.26
Network Administrator	Junior	\$21.96	\$36.23
Network Administrator	Mid-Level	\$30.63	\$50.54
Network Administrator	Senior	\$38.22	\$63.07
Network Administrator	Expert	\$42.56	\$70.22
Network Architect	Junior	\$25.21	\$41.60
Network Architect	Mid-Level	\$36.05	\$59.49
Network Architect	Senior	\$40.39	\$66.65
Network Architect	Expert	\$44.73	\$73.80
Operations Manager	Junior	\$28.46	\$46.96
Operations Manager	Mid-Level	\$34.97	\$57.70
Operations Manager	Senior	\$38.22	\$63.07
Operations Manager	Expert	\$44.73	\$73.80
Programmer	Junior	\$25.16	\$41.52

REGION 2

Region 2 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$25.68	\$42.37
Business Analyst	Mid-Level	\$36.52	\$60.26
Business Analyst	Senior	\$45.37	\$74.85
Business Analyst	Expert	\$48.17	\$79.49
Cloud Engineer	Junior	\$36.80	\$60.72
Cloud Engineer	Mid-Level	\$42.33	\$69.85
Cloud Engineer	Senior	\$48.97	\$80.80
Cloud Engineer	Expert	\$61.14	\$100.89
Database Administrator	Junior	\$26.10	\$43.06
Database Administrator	Mid-Level	\$38.99	\$64.34
Database Administrator	Senior	\$46.76	\$77.16
Database Administrator	Expert	\$51.78	\$85.44
Database Architect	Junior	\$37.90	\$62.54
Database Architect	Mid-Level	\$47.86	\$78.98
Database Architect	Senior	\$51.18	\$84.45
Database Architect	Expert	\$56.44	\$93.13
Database Manager	Junior	\$30.16	\$49.76
Database Manager	Mid-Level	\$40.12	\$66.19
Database Manager	Senior	\$46.76	\$77.15
Database Manager	Expert	\$52.29	\$86.28
Graphic Designer	Junior	\$22.41	\$36.98
Graphic Designer	Mid-Level	\$27.94	\$46.11
Graphic Designer	Senior	\$34.58	\$57.06
Graphic Designer	Expert	\$40.12	\$66.19
Help Desk Manager	Junior	\$24.62	\$40.63
Help Desk Manager	Mid-Level	\$30.16	\$49.76
Help Desk Manager	Senior	\$33.48	\$55.24
Help Desk Manager	Expert	\$40.12	\$66.19
IT Manager	Junior	\$32.37	\$53.41
IT Manager	Mid-Level	\$40.12	\$66.19
IT Manager	Senior	\$48.97	\$80.80
IT Manager	Expert	\$55.61	\$91.76
IT Specialist	Junior	\$19.84	\$32.73
IT Specialist	Mid-Level	\$34.12	\$56.29
IT Specialist	Senior	\$43.95	\$72.53
IT Specialist	Expert	\$49.03	\$80.89
Network Administrator	Junior	\$22.41	\$36.98
Network Administrator	Mid-Level	\$31.26	\$51.59
Network Administrator	Senior	\$39.01	\$64.37
Network Administrator	Expert	\$43.44	\$71.67
Network Architect	Junior	\$25.73	\$42.46
Network Architect	Mid-Level	\$36.80	\$60.72
Network Architect	Senior	\$41.22	\$68.02
Network Architect	Expert	\$45.65	\$75.32
Operations Manager	Junior	\$29.05	\$47.93
Operations Manager	Mid-Level	\$35.69	\$58.89
Operations Manager	Senior	\$39.01	\$64.37
Operations Manager	Expert	\$45.65	\$75.32
Programmer	Junior	\$25.68	\$42.37

REGION 3

Region 3 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$25.94	\$42.80
Business Analyst	Mid-Level	\$36.89	\$60.87
Business Analyst	Senior	\$45.82	\$75.61
Business Analyst	Expert	\$48.66	\$80.29
Cloud Engineer	Junior	\$37.17	\$61.33
Cloud Engineer	Mid-Level	\$42.76	\$70.55
Cloud Engineer	Senior	\$49.47	\$81.62
Cloud Engineer	Expert	\$61.76	\$101.91
Database Administrator	Junior	\$26.36	\$43.50
Database Administrator	Mid-Level	\$39.39	\$64.99
Database Administrator	Senior	\$47.24	\$77.94
Database Administrator	Expert	\$52.30	\$86.30
Database Architect	Junior	\$38.29	\$63.17
Database Architect	Mid-Level	\$48.35	\$79.77
Database Architect	Senior	\$51.70	\$85.31
Database Architect	Expert	\$57.01	\$94.07
Database Manager	Junior	\$30.46	\$50.26
Database Manager	Mid-Level	\$40.52	\$66.86
Database Manager	Senior	\$47.23	\$77.93
Database Manager	Expert	\$52.82	\$87.15
Graphic Designer	Junior	\$22.64	\$37.35
Graphic Designer	Mid-Level	\$28.23	\$46.57
Graphic Designer	Senior	\$34.93	\$57.64
Graphic Designer	Expert	\$40.52	\$66.86
Help Desk Manager	Junior	\$24.87	\$41.04
Help Desk Manager	Mid-Level	\$30.46	\$50.26
Help Desk Manager	Senior	\$33.82	\$55.80
Help Desk Manager	Expert	\$40.52	\$66.86
IT Manager	Junior	\$32.70	\$53.95
IT Manager	Mid-Level	\$40.52	\$66.86
IT Manager	Senior	\$49.47	\$81.62
IT Manager	Expert	\$56.17	\$92.68
IT Specialist	Junior	\$20.04	\$33.06
IT Specialist	Mid-Level	\$34.46	\$56.86
IT Specialist	Senior	\$44.40	\$73.26
IT Specialist	Expert	\$49.52	\$81.71
Network Administrator	Junior	\$22.64	\$37.35
Network Administrator	Mid-Level	\$31.58	\$52.11
Network Administrator	Senior	\$39.40	\$65.02
Network Administrator	Expert	\$43.88	\$72.40
Network Architect	Junior	\$25.99	\$42.88
Network Architect	Mid-Level	\$37.17	\$61.33
Network Architect	Senior	\$41.64	\$68.71
Network Architect	Expert	\$46.11	\$76.08
Operations Manager	Junior	\$29.34	\$48.42
Operations Manager	Mid-Level	\$36.05	\$59.48
Operations Manager	Senior	\$39.40	\$65.02
Operations Manager	Expert	\$46.11	\$76.08
Programmer	Junior	\$25.94	\$42.80

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	\$36.18	\$59.70
Programmer	Senior	\$45.62	\$75.27
Programmer	Expert	\$50.31	\$83.02
Project Manager	Junior	\$29.29	\$48.34
Project Manager	Mid-Level	\$39.62	\$65.38
Project Manager	Senior	\$50.85	\$83.91
Project Manager	Expert	\$56.93	\$93.93
Security Analyst	Junior	\$25.21	\$41.60
Security Analyst	Mid-Level	\$36.05	\$59.49
Security Analyst	Senior	\$46.90	\$77.38
Security Analyst	Expert	\$55.57	\$91.69
Security Manager	Junior	\$25.21	\$41.60
Security Manager	Mid-Level	\$38.22	\$63.07
Security Manager	Senior	\$50.15	\$82.75
Security Manager	Expert	\$58.82	\$97.06
Software Analyst	Junior	\$21.96	\$36.23
Software Analyst	Mid-Level	\$28.46	\$46.96
Software Analyst	Senior	\$37.14	\$61.28
Software Analyst	Expert	\$44.73	\$73.80
Software Architect	Junior	\$32.05	\$52.88
Software Architect	Mid-Level	\$42.38	\$69.92
Software Architect	Senior	\$52.03	\$85.84
Software Architect	Expert	\$59.10	\$97.51
Software Developer	Junior	\$26.29	\$43.39
Software Developer	Mid-Level	\$33.89	\$55.91
Software Developer	Senior	\$43.64	\$72.01
Software Developer	Expert	\$50.15	\$82.75
Software Manager	Junior	\$31.72	\$52.33
Software Manager	Mid-Level	\$39.31	\$64.86
Software Manager	Senior	\$47.98	\$79.17
Software Manager	Expert	\$54.49	\$89.90
Systems Administrator	Junior	\$16.81	\$27.74
Systems Administrator	Mid-Level	\$25.63	\$42.29
Systems Administrator	Senior	\$42.38	\$69.92
Systems Administrator	Expert	\$47.68	\$78.67
Systems Analyst	Junior	\$26.29	\$43.39
Systems Analyst	Mid-Level	\$36.05	\$59.49
Systems Analyst	Senior	\$41.48	\$68.43
Systems Analyst	Expert	\$45.81	\$75.59
Systems Architect	Junior	\$29.55	\$48.75
Systems Architect	Mid-Level	\$39.31	\$64.86
Systems Architect	Senior	\$49.07	\$80.96
Systems Architect	Expert	\$55.30	\$91.25
Systems Developer	Junior	\$27.38	\$45.18
Systems Developer	Mid-Level	\$34.97	\$57.70
Systems Developer	Senior	\$44.73	\$73.80

REGION 2

Region 2 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Mid-Level	\$36.93	\$60.93
Programmer	Senior	\$46.56	\$76.82
Programmer	Expert	\$51.35	\$84.73
Project Manager	Junior	\$29.90	\$49.33
Project Manager	Mid-Level	\$40.44	\$66.73
Project Manager	Senior	\$51.90	\$85.64
Project Manager	Expert	\$58.10	\$95.87
Security Analyst	Junior	\$25.73	\$42.46
Security Analyst	Mid-Level	\$36.80	\$60.72
Security Analyst	Senior	\$47.86	\$78.98
Security Analyst	Expert	\$56.72	\$93.58
Security Manager	Junior	\$25.73	\$42.46
Security Manager	Mid-Level	\$39.01	\$64.37
Security Manager	Senior	\$51.18	\$84.45
Security Manager	Expert	\$60.04	\$99.06
Software Analyst	Junior	\$22.41	\$36.98
Software Analyst	Mid-Level	\$29.05	\$47.93
Software Analyst	Senior	\$37.90	\$62.54
Software Analyst	Expert	\$45.65	\$75.32
Software Architect	Junior	\$32.71	\$53.97
Software Architect	Mid-Level	\$43.25	\$71.36
Software Architect	Senior	\$53.10	\$87.61
Software Architect	Expert	\$60.31	\$99.52
Software Developer	Junior	\$26.84	\$44.28
Software Developer	Mid-Level	\$34.58	\$57.06
Software Developer	Senior	\$44.54	\$73.50
Software Developer	Expert	\$51.18	\$84.45
Software Manager	Junior	\$32.37	\$53.41
Software Manager	Mid-Level	\$40.12	\$66.19
Software Manager	Senior	\$48.97	\$80.80
Software Manager	Expert	\$55.61	\$91.76
Systems Administrator	Junior	\$17.16	\$28.31
Systems Administrator	Mid-Level	\$26.16	\$43.16
Systems Administrator	Senior	\$43.25	\$71.36
Systems Administrator	Expert	\$48.66	\$80.30
Systems Analyst	Junior	\$26.84	\$44.28
Systems Analyst	Mid-Level	\$36.80	\$60.72
Systems Analyst	Senior	\$42.33	\$69.85
Systems Analyst	Expert	\$46.76	\$77.15
Systems Architect	Junior	\$30.16	\$49.76
Systems Architect	Mid-Level	\$40.12	\$66.19
Systems Architect	Senior	\$50.08	\$82.63
Systems Architect	Expert	\$56.44	\$93.13
Systems Developer	Junior	\$27.94	\$46.11
Systems Developer	Mid-Level	\$35.69	\$58.89
Systems Developer	Senior	\$45.65	\$75.32

REGION 3

Region 3 Markup %

65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Programmer	Mid-Level	\$37.30	\$61.54
Programmer	Senior	\$47.03	\$77.60
Programmer	Expert	\$51.87	\$85.58
Project Manager	Junior	\$30.20	\$49.83
Project Manager	Mid-Level	\$40.85	\$67.40
Project Manager	Senior	\$52.43	\$86.51
Project Manager	Expert	\$58.69	\$96.83
Security Analyst	Junior	\$25.99	\$42.88
Security Analyst	Mid-Level	\$37.17	\$61.33
Security Analyst	Senior	\$48.35	\$79.77
Security Analyst	Expert	\$57.29	\$94.53
Security Manager	Junior	\$25.99	\$42.88
Security Manager	Mid-Level	\$39.40	\$65.02
Security Manager	Senior	\$51.70	\$85.31
Security Manager	Expert	\$60.64	\$100.06
Software Analyst	Junior	\$22.64	\$37.35
Software Analyst	Mid-Level	\$29.34	\$48.42
Software Analyst	Senior	\$38.29	\$63.17
Software Analyst	Expert	\$46.11	\$76.08
Software Architect	Junior	\$33.04	\$54.51
Software Architect	Mid-Level	\$43.69	\$72.08
Software Architect	Senior	\$53.63	\$88.50
Software Architect	Expert	\$60.92	\$100.52
Software Developer	Junior	\$27.11	\$44.73
Software Developer	Mid-Level	\$34.93	\$57.64
Software Developer	Senior	\$44.99	\$74.24
Software Developer	Expert	\$51.70	\$85.31
Software Manager	Junior	\$32.70	\$53.95
Software Manager	Mid-Level	\$40.52	\$66.86
Software Manager	Senior	\$49.47	\$81.62
Software Manager	Expert	\$56.17	\$92.68
Systems Administrator	Junior	\$17.33	\$28.60
Systems Administrator	Mid-Level	\$26.42	\$43.60
Systems Administrator	Senior	\$43.69	\$72.08
Systems Administrator	Expert	\$49.16	\$81.11
Systems Analyst	Junior	\$27.11	\$44.73
Systems Analyst	Mid-Level	\$37.17	\$61.33
Systems Analyst	Senior	\$42.76	\$70.55
Systems Analyst	Expert	\$47.23	\$77.93
Systems Architect	Junior	\$30.46	\$50.26
Systems Architect	Mid-Level	\$40.52	\$66.86
Systems Architect	Senior	\$50.58	\$83.46
Systems Architect	Expert	\$57.01	\$94.07
Systems Developer	Junior	\$28.23	\$46.57
Systems Developer	Mid-Level	\$36.05	\$59.48
Systems Developer	Senior	\$46.11	\$76.08

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
Systems Developer	Expert	\$53.40	\$88.11
Technical Writer	Junior	\$18.26	\$30.13
Technical Writer	Mid-Level	\$22.40	\$36.96
Technical Writer	Senior	\$29.29	\$48.34
Technical Writer	Expert	\$37.55	\$61.96
Tester	Junior	\$24.47	\$40.38
Tester	Mid-Level	\$28.60	\$47.20
Tester	Senior	\$35.49	\$58.56
Tester	Expert	\$39.62	\$65.38
Training Developer	Junior	\$21.96	\$36.23
Training Developer	Mid-Level	\$25.21	\$41.60
Training Developer	Senior	\$30.63	\$50.54
Training Developer	Expert	\$34.97	\$57.70
Web Administrator	Junior	\$15.45	\$25.50
Web Administrator	Mid-Level	\$21.96	\$36.23
Web Administrator	Senior	\$37.14	\$61.28
Web Administrator	Expert	\$42.56	\$70.22
Web Designer	Junior	\$23.04	\$38.02
Web Designer	Mid-Level	\$29.55	\$48.75
Web Designer	Senior	\$34.97	\$57.70
Web Designer	Expert	\$40.39	\$66.65
Web Developer	Junior	\$25.21	\$41.60
Web Developer	Mid-Level	\$31.72	\$52.33
Web Developer	Senior	\$38.22	\$63.07
Web Developer	Expert	\$45.81	\$75.59
Web Manager	Junior	\$27.38	\$45.18
Web Manager	Mid-Level	\$34.97	\$57.70
Web Manager	Senior	\$43.64	\$72.01
Web Manager	Expert	\$50.15	\$82.75

REGION 2

Region 2 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Systems Developer	Expert	\$54.50	\$89.93
Technical Writer	Junior	\$18.64	\$30.76
Technical Writer	Mid-Level	\$22.86	\$37.72
Technical Writer	Senior	\$29.90	\$49.33
Technical Writer	Expert	\$38.33	\$63.24
Tester	Junior	\$24.97	\$41.21
Tester	Mid-Level	\$29.19	\$48.17
Tester	Senior	\$36.22	\$59.77
Tester	Expert	\$40.44	\$66.73
Training Developer	Junior	\$22.41	\$36.98
Training Developer	Mid-Level	\$25.73	\$42.46
Training Developer	Senior	\$31.26	\$51.59
Training Developer	Expert	\$35.69	\$58.89
Web Administrator	Junior	\$15.77	\$26.02
Web Administrator	Mid-Level	\$22.41	\$36.98
Web Administrator	Senior	\$37.90	\$62.54
Web Administrator	Expert	\$43.44	\$71.67
Web Designer	Junior	\$23.52	\$38.80
Web Designer	Mid-Level	\$30.16	\$49.76
Web Designer	Senior	\$35.69	\$58.89
Web Designer	Expert	\$41.22	\$68.02
Web Developer	Junior	\$25.73	\$42.46
Web Developer	Mid-Level	\$32.37	\$53.41
Web Developer	Senior	\$39.01	\$64.37
Web Developer	Expert	\$46.76	\$77.15
Web Manager	Junior	\$27.94	\$46.11
Web Manager	Mid-Level	\$35.69	\$58.89
Web Manager	Senior	\$44.54	\$73.50
Web Manager	Expert	\$51.18	\$84.45

REGION 3

Region 3 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Systems Developer	Expert	\$55.05	\$90.84
Technical Writer	Junior	\$18.83	\$31.07
Technical Writer	Mid-Level	\$23.09	\$38.10
Technical Writer	Senior	\$30.20	\$49.83
Technical Writer	Expert	\$38.71	\$63.88
Tester	Junior	\$25.23	\$41.62
Tester	Mid-Level	\$29.49	\$48.66
Tester	Senior	\$36.59	\$60.37
Tester	Expert	\$40.85	\$67.40
Training Developer	Junior	\$22.64	\$37.35
Training Developer	Mid-Level	\$25.99	\$42.88
Training Developer	Senior	\$31.58	\$52.11
Training Developer	Expert	\$36.05	\$59.48
Web Administrator	Junior	\$15.93	\$26.28
Web Administrator	Mid-Level	\$22.64	\$37.35
Web Administrator	Senior	\$38.29	\$63.17
Web Administrator	Expert	\$43.88	\$72.40
Web Designer	Junior	\$23.75	\$39.19
Web Designer	Mid-Level	\$30.46	\$50.26
Web Designer	Senior	\$36.05	\$59.48
Web Designer	Expert	\$41.64	\$68.71
Web Developer	Junior	\$25.99	\$42.88
Web Developer	Mid-Level	\$32.70	\$53.95
Web Developer	Senior	\$39.40	\$65.02
Web Developer	Expert	\$47.23	\$77.93
Web Manager	Junior	\$28.23	\$46.57
Web Manager	Mid-Level	\$36.05	\$59.48
Web Manager	Senior	\$44.99	\$74.24
Web Manager	Expert	\$51.70	\$85.31

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	\$24.60	\$40.58
Business Analyst	Mid-Level	\$34.98	\$57.71
Business Analyst	Senior	\$43.45	\$71.69
Business Analyst	Expert	\$46.14	\$76.13
Cloud Engineer	Junior	\$35.24	\$58.15
Cloud Engineer	Mid-Level	\$40.54	\$66.90
Cloud Engineer	Senior	\$46.90	\$77.39
Cloud Engineer	Expert	\$58.56	\$96.63
Database Administrator	Junior	\$25.00	\$41.24
Database Administrator	Mid-Level	\$37.35	\$61.62
Database Administrator	Senior	\$44.79	\$73.90
Database Administrator	Expert	\$49.59	\$81.83
Database Architect	Junior	\$36.30	\$59.90
Database Architect	Mid-Level	\$45.84	\$75.64
Database Architect	Senior	\$49.02	\$80.89
Database Architect	Expert	\$54.06	\$89.19
Database Manager	Junior	\$28.88	\$47.66
Database Manager	Mid-Level	\$38.42	\$63.40
Database Manager	Senior	\$44.78	\$73.89
Database Manager	Expert	\$50.08	\$82.64
Graphic Designer	Junior	\$21.46	\$35.42
Graphic Designer	Mid-Level	\$26.76	\$44.16
Graphic Designer	Senior	\$33.12	\$54.65
Graphic Designer	Expert	\$38.42	\$63.40
Help Desk Manager	Junior	\$23.58	\$38.91
Help Desk Manager	Mid-Level	\$28.88	\$47.66
Help Desk Manager	Senior	\$32.06	\$52.90
Help Desk Manager	Expert	\$38.42	\$63.40
IT Manager	Junior	\$31.00	\$51.16
IT Manager	Mid-Level	\$38.42	\$63.40
IT Manager	Senior	\$46.90	\$77.39
IT Manager	Expert	\$53.26	\$87.88
IT Specialist	Junior	\$19.00	\$31.35
IT Specialist	Mid-Level	\$32.68	\$53.92
IT Specialist	Senior	\$42.10	\$69.46
IT Specialist	Expert	\$46.96	\$77.48
Network Administrator	Junior	\$21.46	\$35.42
Network Administrator	Mid-Level	\$29.94	\$49.41
Network Administrator	Senior	\$37.36	\$61.65
Network Administrator	Expert	\$41.60	\$68.64
Network Architect	Junior	\$24.64	\$40.66
Network Architect	Mid-Level	\$35.24	\$58.15
Network Architect	Senior	\$39.48	\$65.15
Network Architect	Expert	\$43.72	\$72.14
Operations Manager	Junior	\$27.82	\$45.91
Operations Manager	Mid-Level	\$34.18	\$56.40
Operations Manager	Senior	\$37.36	\$61.65
Operations Manager	Expert	\$43.72	\$72.14
Programmer	Junior	\$24.60	\$40.58
Programmer	Mid-Level	\$35.37	\$58.36
Programmer	Senior	\$44.59	\$73.58
Programmer	Expert	\$49.18	\$81.15
Project Manager	Junior	\$28.64	\$47.25

REGION 2

Region 2 Markup % 65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$25.10	\$41.42
Business Analyst	Mid-Level	\$35.70	\$58.90
Business Analyst	Senior	\$44.35	\$73.17
Business Analyst	Expert	\$47.09	\$77.70
Cloud Engineer	Junior	\$35.97	\$59.35
Cloud Engineer	Mid-Level	\$41.38	\$68.28
Cloud Engineer	Senior	\$47.87	\$78.98
Cloud Engineer	Expert	\$59.77	\$98.62
Database Administrator	Junior	\$25.51	\$42.09
Database Administrator	Mid-Level	\$38.12	\$62.89
Database Administrator	Senior	\$45.71	\$75.42
Database Administrator	Expert	\$50.62	\$83.52
Database Architect	Junior	\$37.05	\$61.14
Database Architect	Mid-Level	\$46.79	\$77.20
Database Architect	Senior	\$50.03	\$82.55
Database Architect	Expert	\$55.17	\$91.03
Database Manager	Junior	\$29.48	\$48.64
Database Manager	Mid-Level	\$39.22	\$64.71
Database Manager	Senior	\$45.71	\$75.41
Database Manager	Expert	\$51.12	\$84.34
Graphic Designer	Junior	\$21.91	\$36.15
Graphic Designer	Mid-Level	\$27.32	\$45.07
Graphic Designer	Senior	\$33.81	\$55.78
Graphic Designer	Expert	\$39.22	\$64.71
Help Desk Manager	Junior	\$24.07	\$39.72
Help Desk Manager	Mid-Level	\$29.48	\$48.64
Help Desk Manager	Senior	\$32.72	\$54.00
Help Desk Manager	Expert	\$39.22	\$64.71
IT Manager	Junior	\$31.64	\$52.21
IT Manager	Mid-Level	\$39.22	\$64.71
IT Manager	Senior	\$47.87	\$78.98
IT Manager	Expert	\$54.36	\$89.69
IT Specialist	Junior	\$19.39	\$31.99
IT Specialist	Mid-Level	\$33.35	\$55.03
IT Specialist	Senior	\$42.97	\$70.89
IT Specialist	Expert	\$47.92	\$79.07
Network Administrator	Junior	\$21.91	\$36.15
Network Administrator	Mid-Level	\$30.56	\$50.43
Network Administrator	Senior	\$38.13	\$62.92
Network Administrator	Expert	\$42.46	\$70.06
Network Architect	Junior	\$25.15	\$41.50
Network Architect	Mid-Level	\$35.97	\$59.35
Network Architect	Senior	\$40.30	\$66.49
Network Architect	Expert	\$44.62	\$73.63
Operations Manager	Junior	\$28.40	\$46.86
Operations Manager	Mid-Level	\$34.89	\$57.57
Operations Manager	Senior	\$38.13	\$62.92
Operations Manager	Expert	\$44.62	\$73.63
Programmer	Junior	\$25.10	\$41.42
Programmer	Mid-Level	\$36.10	\$59.56
Programmer	Senior	\$45.51	\$75.10
Programmer	Expert	\$50.20	\$82.82
Project Manager	Junior	\$29.23	\$48.22

REGION 3

Region 3 Markup % 65.00%

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Business Analyst	Junior	\$25.36	\$41.84
Business Analyst	Mid-Level	\$36.06	\$59.50
Business Analyst	Senior	\$44.79	\$73.91
Business Analyst	Expert	\$47.57	\$78.48
Cloud Engineer	Junior	\$36.33	\$59.95
Cloud Engineer	Mid-Level	\$41.80	\$68.96
Cloud Engineer	Senior	\$48.35	\$79.78
Cloud Engineer	Expert	\$60.37	\$99.62
Database Administrator	Junior	\$25.77	\$42.52
Database Administrator	Mid-Level	\$38.50	\$63.53
Database Administrator	Senior	\$46.17	\$76.19
Database Administrator	Expert	\$51.13	\$84.36
Database Architect	Junior	\$37.43	\$61.75
Database Architect	Mid-Level	\$47.26	\$77.98
Database Architect	Senior	\$50.54	\$83.39
Database Architect	Expert	\$55.73	\$91.95
Database Manager	Junior	\$29.78	\$49.13
Database Manager	Mid-Level	\$39.61	\$65.36
Database Manager	Senior	\$46.17	\$76.18
Database Manager	Expert	\$51.63	\$85.19
Graphic Designer	Junior	\$22.13	\$36.51
Graphic Designer	Mid-Level	\$27.59	\$45.53
Graphic Designer	Senior	\$34.15	\$56.34
Graphic Designer	Expert	\$39.61	\$65.36
Help Desk Manager	Junior	\$24.31	\$40.12
Help Desk Manager	Mid-Level	\$29.78	\$49.13
Help Desk Manager	Senior	\$33.05	\$54.54
Help Desk Manager	Expert	\$39.61	\$65.36
IT Manager	Junior	\$31.96	\$52.74
IT Manager	Mid-Level	\$39.61	\$65.36
IT Manager	Senior	\$48.35	\$79.78
IT Manager	Expert	\$54.91	\$90.60
IT Specialist	Junior	\$19.59	\$32.32
IT Specialist	Mid-Level	\$33.69	\$55.59
IT Specialist	Senior	\$43.40	\$71.61
IT Specialist	Expert	\$48.41	\$79.87
Network Administrator	Junior	\$22.13	\$36.51
Network Administrator	Mid-Level	\$30.87	\$50.93
Network Administrator	Senior	\$38.52	\$63.56
Network Administrator	Expert	\$42.89	\$70.77
Network Architect	Junior	\$25.41	\$41.92
Network Architect	Mid-Level	\$36.33	\$59.95
Network Architect	Senior	\$40.70	\$67.16
Network Architect	Expert	\$45.07	\$74.37
Operations Manager	Junior	\$28.68	\$47.33
Operations Manager	Mid-Level	\$35.24	\$58.15
Operations Manager	Senior	\$38.52	\$63.56
Operations Manager	Expert	\$45.07	\$74.37
Programmer	Junior	\$25.36	\$41.84
Programmer	Mid-Level	\$36.46	\$60.16
Programmer	Senior	\$45.97	\$75.86
Programmer	Expert	\$50.70	\$83.66
Project Manager	Junior	\$29.52	\$48.71

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

REGION 1				REGION 2				REGION 3			
Region 1 Markup %		65.00%		Region 2 Markup %		65.00%		Region 3 Markup %		65.00%	
Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate	Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate	Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Project Manager	Mid-Level	\$38.73	\$63.91	Project Manager	Mid-Level	\$39.53	\$65.23	Project Manager	Mid-Level	\$39.93	\$65.89
Project Manager	Senior	\$49.71	\$82.02	Project Manager	Senior	\$50.74	\$83.72	Project Manager	Senior	\$51.25	\$84.56
Project Manager	Expert	\$55.65	\$91.82	Project Manager	Expert	\$56.79	\$93.71	Project Manager	Expert	\$57.37	\$94.66
Security Analyst	Junior	\$24.64	\$40.66	Security Analyst	Junior	\$25.15	\$41.50	Security Analyst	Junior	\$25.41	\$41.92
Security Analyst	Mid-Level	\$35.24	\$58.15	Security Analyst	Mid-Level	\$35.97	\$59.35	Security Analyst	Mid-Level	\$36.33	\$59.95
Security Analyst	Senior	\$45.84	\$75.64	Security Analyst	Senior	\$46.79	\$77.20	Security Analyst	Senior	\$47.26	\$77.98
Security Analyst	Expert	\$54.32	\$89.63	Security Analyst	Expert	\$55.44	\$91.48	Security Analyst	Expert	\$56.00	\$92.40
Security Manager	Junior	\$24.64	\$40.66	Security Manager	Junior	\$25.15	\$41.50	Security Manager	Junior	\$25.41	\$41.92
Security Manager	Mid-Level	\$37.36	\$61.65	Security Manager	Mid-Level	\$38.13	\$62.92	Security Manager	Mid-Level	\$38.52	\$63.56
Security Manager	Senior	\$49.02	\$80.89	Security Manager	Senior	\$50.03	\$82.55	Security Manager	Senior	\$50.54	\$83.39
Security Manager	Expert	\$57.50	\$94.88	Security Manager	Expert	\$58.69	\$96.83	Security Manager	Expert	\$59.28	\$97.81
Software Analyst	Junior	\$21.46	\$35.42	Software Analyst	Junior	\$21.91	\$36.15	Software Analyst	Junior	\$22.13	\$36.51
Software Analyst	Mid-Level	\$27.82	\$45.91	Software Analyst	Mid-Level	\$28.40	\$46.86	Software Analyst	Mid-Level	\$28.68	\$47.33
Software Analyst	Senior	\$36.30	\$59.90	Software Analyst	Senior	\$37.05	\$61.14	Software Analyst	Senior	\$37.43	\$61.75
Software Analyst	Expert	\$43.72	\$72.14	Software Analyst	Expert	\$44.62	\$73.63	Software Analyst	Expert	\$45.07	\$74.37
Software Architect	Junior	\$31.33	\$51.69	Software Architect	Junior	\$31.97	\$52.75	Software Architect	Junior	\$32.30	\$53.29
Software Architect	Mid-Level	\$41.42	\$68.35	Software Architect	Mid-Level	\$42.28	\$69.76	Software Architect	Mid-Level	\$42.70	\$70.46
Software Architect	Senior	\$50.86	\$83.91	Software Architect	Senior	\$51.90	\$85.64	Software Architect	Senior	\$52.43	\$86.51
Software Architect	Expert	\$57.77	\$95.32	Software Architect	Expert	\$58.96	\$97.28	Software Architect	Expert	\$59.55	\$98.26
Software Developer	Junior	\$25.70	\$42.41	Software Developer	Junior	\$26.23	\$43.29	Software Developer	Junior	\$26.50	\$43.72
Software Developer	Mid-Level	\$33.12	\$54.65	Software Developer	Mid-Level	\$33.81	\$55.78	Software Developer	Mid-Level	\$34.15	\$56.34
Software Developer	Senior	\$42.66	\$70.39	Software Developer	Senior	\$43.54	\$71.85	Software Developer	Senior	\$43.98	\$72.57
Software Developer	Expert	\$49.02	\$80.89	Software Developer	Expert	\$50.03	\$82.55	Software Developer	Expert	\$50.54	\$83.39
Software Manager	Junior	\$31.00	\$51.16	Software Manager	Junior	\$31.64	\$52.21	Software Manager	Junior	\$31.96	\$52.74
Software Manager	Mid-Level	\$38.42	\$63.40	Software Manager	Mid-Level	\$39.22	\$64.71	Software Manager	Mid-Level	\$39.61	\$65.36
Software Manager	Senior	\$46.90	\$77.39	Software Manager	Senior	\$47.87	\$78.98	Software Manager	Senior	\$48.35	\$79.78
Software Manager	Expert	\$53.26	\$87.88	Software Manager	Expert	\$54.36	\$89.69	Software Manager	Expert	\$54.91	\$90.60
Systems Administrator	Junior	\$16.43	\$27.12	Systems Administrator	Junior	\$16.77	\$27.67	Systems Administrator	Junior	\$16.94	\$27.95
Systems Administrator	Mid-Level	\$25.05	\$41.34	Systems Administrator	Mid-Level	\$25.57	\$42.19	Systems Administrator	Mid-Level	\$25.83	\$42.62
Systems Administrator	Senior	\$41.42	\$68.35	Systems Administrator	Senior	\$42.28	\$69.76	Systems Administrator	Senior	\$42.70	\$70.46
Systems Administrator	Expert	\$46.61	\$76.90	Systems Administrator	Expert	\$47.57	\$78.49	Systems Administrator	Expert	\$48.05	\$79.28
Systems Analyst	Junior	\$25.70	\$42.41	Systems Analyst	Junior	\$26.23	\$43.29	Systems Analyst	Junior	\$26.50	\$43.72
Systems Analyst	Mid-Level	\$35.24	\$58.15	Systems Analyst	Mid-Level	\$35.97	\$59.35	Systems Analyst	Mid-Level	\$36.33	\$59.95
Systems Analyst	Senior	\$40.54	\$66.90	Systems Analyst	Senior	\$41.38	\$68.28	Systems Analyst	Senior	\$41.80	\$68.96
Systems Analyst	Expert	\$44.78	\$73.89	Systems Analyst	Expert	\$45.71	\$75.41	Systems Analyst	Expert	\$46.17	\$76.18
Systems Architect	Junior	\$28.88	\$47.66	Systems Architect	Junior	\$29.48	\$48.64	Systems Architect	Junior	\$29.78	\$49.13
Systems Architect	Mid-Level	\$38.42	\$63.40	Systems Architect	Mid-Level	\$39.22	\$64.71	Systems Architect	Mid-Level	\$39.61	\$65.36
Systems Architect	Senior	\$47.96	\$79.14	Systems Architect	Senior	\$48.95	\$80.77	Systems Architect	Senior	\$49.45	\$81.59
Systems Architect	Expert	\$54.06	\$89.19	Systems Architect	Expert	\$55.17	\$91.03	Systems Architect	Expert	\$55.73	\$91.95
Systems Developer	Junior	\$26.76	\$44.16	Systems Developer	Junior	\$27.32	\$45.07	Systems Developer	Junior	\$27.59	\$45.53
Systems Developer	Mid-Level	\$34.18	\$56.40	Systems Developer	Mid-Level	\$34.89	\$57.57	Systems Developer	Mid-Level	\$35.24	\$58.15
Systems Developer	Senior	\$43.72	\$72.14	Systems Developer	Senior	\$44.62	\$73.63	Systems Developer	Senior	\$45.07	\$74.37
Systems Developer	Expert	\$52.20	\$86.13	Systems Developer	Expert	\$53.28	\$87.91	Systems Developer	Expert	\$53.82	\$88.80
Technical Writer	Junior	\$17.85	\$29.46	Technical Writer	Junior	\$18.22	\$30.06	Technical Writer	Junior	\$18.41	\$30.37
Technical Writer	Mid-Level	\$21.89	\$36.12	Technical Writer	Mid-Level	\$22.35	\$36.87	Technical Writer	Mid-Level	\$22.57	\$37.24
Technical Writer	Senior	\$28.64	\$47.25	Technical Writer	Senior	\$29.23	\$48.22	Technical Writer	Senior	\$29.52	\$48.71
Technical Writer	Expert	\$36.71	\$60.57	Technical Writer	Expert	\$37.46	\$61.81	Technical Writer	Expert	\$37.84	\$62.44
Tester	Junior	\$23.92	\$39.47	Tester	Junior	\$24.41	\$40.28	Tester	Junior	\$24.66	\$40.69
Tester	Mid-Level	\$27.96	\$46.14	Tester	Mid-Level	\$28.54	\$47.09	Tester	Mid-Level	\$28.83	\$47.56
Tester	Senior	\$34.69	\$57.24	Tester	Senior	\$35.41	\$58.42	Tester	Senior	\$35.76	\$59.01

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
Tester	Expert	\$38.73	\$63.91
Training Developer	Junior	\$21.46	\$35.42
Training Developer	Mid-Level	\$24.64	\$40.66
Training Developer	Senior	\$29.94	\$49.41
Training Developer	Expert	\$34.18	\$56.40
Web Administrator	Junior	\$15.10	\$24.92
Web Administrator	Mid-Level	\$21.46	\$35.42
Web Administrator	Senior	\$36.30	\$59.90
Web Administrator	Expert	\$41.60	\$68.64
Web Designer	Junior	\$22.52	\$37.16
Web Designer	Mid-Level	\$28.88	\$47.66
Web Designer	Senior	\$34.18	\$56.40
Web Designer	Expert	\$39.48	\$65.15
Web Developer	Junior	\$24.64	\$40.66
Web Developer	Mid-Level	\$31.00	\$51.16
Web Developer	Senior	\$37.36	\$61.65
Web Developer	Expert	\$44.78	\$73.89
Web Manager	Junior	\$26.76	\$44.16
Web Manager	Mid-Level	\$34.18	\$56.40
Web Manager	Senior	\$42.66	\$70.39
Web Manager	Expert	\$49.02	\$80.89

REGION 2

Region 2 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Tester	Expert	\$39.53	\$65.23
Training Developer	Junior	\$21.91	\$36.15
Training Developer	Mid-Level	\$25.15	\$41.50
Training Developer	Senior	\$30.56	\$50.43
Training Developer	Expert	\$34.89	\$57.57
Web Administrator	Junior	\$15.42	\$25.44
Web Administrator	Mid-Level	\$21.91	\$36.15
Web Administrator	Senior	\$37.05	\$61.14
Web Administrator	Expert	\$42.46	\$70.06
Web Designer	Junior	\$22.99	\$37.93
Web Designer	Mid-Level	\$29.48	\$48.64
Web Designer	Senior	\$34.89	\$57.57
Web Designer	Expert	\$40.30	\$66.49
Web Developer	Junior	\$25.15	\$41.50
Web Developer	Mid-Level	\$31.64	\$52.21
Web Developer	Senior	\$38.13	\$62.92
Web Developer	Expert	\$45.71	\$75.41
Web Manager	Junior	\$27.32	\$45.07
Web Manager	Mid-Level	\$34.89	\$57.57
Web Manager	Senior	\$43.54	\$71.85
Web Manager	Expert	\$50.03	\$82.55

REGION 3

Region 3 Markup % **65.00%**

Job Title	Skill Level	Hourly Wage Rate	Hourly Bill Rate
Tester	Expert	\$39.93	\$65.89
Training Developer	Junior	\$22.13	\$36.51
Training Developer	Mid-Level	\$25.41	\$41.92
Training Developer	Senior	\$30.87	\$50.93
Training Developer	Expert	\$35.24	\$58.15
Web Administrator	Junior	\$15.57	\$25.69
Web Administrator	Mid-Level	\$22.13	\$36.51
Web Administrator	Senior	\$37.43	\$61.75
Web Administrator	Expert	\$42.89	\$70.77
Web Designer	Junior	\$23.22	\$38.31
Web Designer	Mid-Level	\$29.78	\$49.13
Web Designer	Senior	\$35.24	\$58.15
Web Designer	Expert	\$40.70	\$67.16
Web Developer	Junior	\$25.41	\$41.92
Web Developer	Mid-Level	\$31.96	\$52.74
Web Developer	Senior	\$38.52	\$63.56
Web Developer	Expert	\$46.17	\$76.18
Web Manager	Junior	\$27.59	\$45.53
Web Manager	Mid-Level	\$35.24	\$58.15
Web Manager	Senior	\$43.98	\$72.57
Web Manager	Expert	\$50.54	\$83.39

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%

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

REGION 2	
Region 2 Markup %	65.00%

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

REGION 3	
Region 3 Markup %	65.00%

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