

A

- Accounting services
- Actuarial services
- Analysis and assessment of processes, programs, fiscal impact, compliance, systems, etc.
- Appraisal services
- Art work, original (services creating the art work)
- Audio/video media productions (design, development and/or oversight of)
- Auditing services

B

- Business analysis and assessment services
- Business process re-engineering

C

- Communications (including design, development, or oversight of audio/video productions, brochures, pamphlets, maps, signs, posters, annual reports, etc.)
- Conference and trade show management and coordination
- Consultation on programs, plans, projects, systems, etc.
- Counseling employees
- Curriculum development

E

- Economic analysis and consultation
- Environmental Planning/Technology/Studies (except when small part of an architectural/engineering contract)
- Evaluation of processes, programs, projects, systems, etc.
- Executive recruitment
- Expert witness services for litigation/testimony

F

- Firefighting suppression service. Food preparation, vending, catering.
- Facilitation for groups, projects, retreats
- Facilities planning/coordination
- Feasibility studies (except when small part of an architectural/engineering contract)
- Financial services
- Fund raising

G

- Grant writing
- Graphic design (creative or original in nature)

I

- Investigations (personnel related, etc.)
- Investment advisors and management

L

- Labor negotiations and labor relations services
- Legal and paralegal services Legislative liaison services
- Lobbying services

M

- Management consulting
- Marketing services, including identifying market opportunities, conduct of marketing programs, planning, promotion, market research surveys, etc.
- Mediation, negotiation and arbitration services
- Medical and psychological services, including evaluation and consultative services (For blood draws, physicals, blood pressure checks, etc., see Health Screening under purchased services.)

N

- Needs assessment (except when small part of an architectural/ engineering contract)

O

- Operational assessments
- Organization development
- Outreach services for programs

P

- Peer review
- Planning services (except when small part of an architectural/ engineering contract)
- Policy development and recommendations
- Productivity improvement
- Program development, assessment, implementation, coordination, evaluation, etc.
- Public involvement services and strategies
- Public relations services
- Publication development (See Communications)

Q

- Quality assurance/quality control services

R

- Recommendations on processes, products, projects, systems, etc.
- Recruitment, executive
- Research services — social, environmental, technical
- Retreat and workshop planning, conduct, coordination

S

- Scientific and related technical services
- Strategic planning
- Speech and report writing
- Statistical analysis
- Studies, development and conduct
- Surveys (including development of instrument, conduct and analysis of results — if conduct only of standard survey instrument, would be purchased service)

T

- Temporary employment service for professional services: architects, engineers, registered nurses, doctors, etc.
- Trade development services
- Training — when it is: (a) offered to specific categories or classes of employees; (b) offered to all or most agency employees no more than six times per fiscal year