General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Price List

Online access to contract ordering information, terms and conditions, up to date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu driven database system. The INTERNET address GSA Advantage!® is: GSAAdvantage.gov.

For more information on ordering from Federal Supply Schedules click on FSS Schedules at GSA.gov.

Schedule Title: Multiple Award Schedule (MAS)

FSC Group: Professional Services

FSC Class(es)/ Product Code(s): R408

Contract Number: 47QRAA18D0018

Price list current through: PO-0028

Effective Date: May 01, 2025

Contract Period: November 14, 2022 to November 13, 2027

Company Data

Rockwood Company, LLC
515 N. Flagler Dr, Suite 350
West Palm Beach, FL 33401

Website:	https://www.rockwoodcompany.com/
Contract Administrator:	Patricia Koopersmith, Founder & CEO *Email:* pkoopersmith@rockwoodcompany.com *Phone:* 202-841-6634

Business Size: Small, Woman-Owned Small Business (WOSB) Certified

CONTENTS

About Rockwood Company, LLC 2

Customer Information 3

Rockwood Offerings 5

Appendix A: Authorized Labor Categories 7

Experience & Degree Substitution 11

About Rockwood Company, LLC

Rockwood Company, LLC, is a women-owned small business (WOSB) organized in Washington, D.C. that provides organizational engineering solutions to the federal government's most critical missions. We help our clients unlock value through human, technological, and organizational efficiencies, enabling them to make a lasting, positive impact on the United States. Rockwood's commitment to an organization's mission, outcomes, and people is what sets us apart. We not only help organizations achieve their goals faster than imagined; we do it in a way that builds buy-in across critical stakeholders and leaves the organization better equipped to drive and sustain change on its own. We apply organizational design and development, data engineering, human behavior, and group dynamic expertise to focus leaders and organizations on achieving what is most important. We magnify our client value through exceptional delivery of the following five core offerings:

1. **Organizational Efficiency:** Rockwood evaluates and redesigns policies, processes, structures, partnerships, and priorities to maximize organizational value and impact. This approach also expedites data-informed decision-making, enables force reorganization where needed, and eliminates redundancies—all while fostering a culture of continuous improvement in dynamic environments.
2. **Digital Innovation:** Rockwood connects an organization's systems, tools, and data to improve efficiency, security, and scalability. Wherever possible, Rockwood harnesses the organization's existing resources to reduce costs for the client. Rockwood empowers clients to modernize operations by replacing manual workflows, paper-based processes, and legacy IT systems with agile, low-code solutions. Rockwood leverages automation tools and AI-driven insights to help organizations streamline decision-making, enhance mission responsiveness, and accelerate digital transformation.
3. **Workforce Optimization:** Rockwood partners with clients to evaluate, retool, and train personnel—optimizing performance, agility, and talent to achieve mission objectives. This approach enables Rockwood's clients to adapt rapidly to unplanned changes that could otherwise threaten an organization's operations, people, assets, and impact.
4. **Strategy Development:** Rockwood applies our proprietary strategy development process to evaluate an organization's unique responsibilities and value proposition. This approach ensures long-term viability while enabling mission effectiveness and operational efficiencies. Rockwood leverages human-centered design and data engineering to develop a forward-looking blueprint, create an actionable roadmap aligned with leadership priorities, proactively address roadblocks, and foster public-private partnerships in an increasingly complex environment.
5. **Communications:** Rockwood collaborates with leaders to develop and deliver impactful and visually appealing messages to the right audience, at the right time, through the right channels, and in the right format. This approach increases transparency, evokes action, and drives strategic and tactical results.

Rockwood staff are innovators who apply creative and cutting-edge solutions reflective of the reality of our client's environment. Rockwood customizes products and solutions based on our client's need, not on a cookie-cutter approach. We apply entrepreneurial, creative, future-focused problem-solving techniques grounded in human-centered design, informed by timely and accurate data, and driven by a deep understanding of senior leadership's intent. We create sustainable solutions by partnering with our clients to build the capabilities necessary for long-term, independent execution. We equip them to lead change and apply organizational engineering principles in our absence. All Rockwood staff operate with integrity and provide the expertise promised in the proposal. Rockwood is committed to helping our clients and their organizations achieve sustained, meaningful outcomes.

Customer Information

1a. **Awarded Special Item Numbers (SINs):**

SIN	SIN Title
541330ENG	Engineering Services
541611	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
541715	Engineering Research and Development and Strategic Planning
OLM	Order-Level Materials

1b. **Lowest priced model number and lowest unit price for that model:** Not applicable

1c. **Labor category descriptions with experience, education, and functional responsibilities:** Please see Appendix A: Authorized Labor Categories on page 7.

2. **Maximum order:**

SIN	Maximum Order Limit
541330ENG	$1,000,000
541611	$1,000,000
541715	$1,000,000
OLM	$250,000

3. **Minimum Order:** $100

4. **Geographic Coverage (Delivery Area):** Domestic

5. **Point(s) of production:** Not applicable

6. **Discount from list prices or statement of net price:** Prices listed are net, discounts have been deducted, and the industrial funding fee has been added

7. **Quantity discounts:** Not applicable

8. **Prompt payment terms:** Net 30 days
Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. **Foreign items:** Not applicable

10. **Delivery Terms:**

a) **Time of delivery:** Specified at the Task Order level

b) **Expedited delivery:** Not available

c) **Overnight and 2-day delivery:** Not available

d) **Urgent Requirements:** Contact Contractor

11. **F.O.B. point(s):** Destination

12. **Ordering:**

    a) **Address:** Rockwood Company, LLC
    515 N. Flagler Dr, Suite 350
    West Palm Beach, FL 33401

    b) **Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.

13. **Payment address:**
    Rockwood Company, LLC
    515 N. Flagler Dr, Suite 350
    West Palm Beach, FL 33401

14. **Warranty Provision:** Not applicable

15. **Export packing charges:** Not applicable

16. **Terms and conditions of rental, maintenance, and repair:** Not applicable

17. **Terms and conditions of installation:** Not applicable

18a. **Terms and conditions of repair parts:** Not applicable

18b. **Terms and conditions for any other services:** Not applicable

19. **List of service and distribution points**: Not applicable

20. **List of participating dealers:** Not applicable

21. **Preventive maintenance:** Not applicable

22a. **Special attributes:** Not applicable

22b. **Section 508 compliance:** Not applicable

23. **Unique Entity Identification (UEI) Number:** SH25SZA96FC9

24. **Notification regarding registration in System for Award Management (SAM) database:**
    Registration valid to Jun 25, 2027

Rockwood Offerings

1. **ORGANIZATIONAL EFFICIENCY:** We help organizations improve effectiveness, drive efficiency, and measure success through clear metrics. Our human-centered design approach delivers solutions that are both innovative and practical, with a strong emphasis on user experience. When organizations face restructuring or consolidation, we apply our organizational design expertise to develop new structural options and craft transition plans and messaging that support successful change. Our efficiency experts evaluate current operations to identify opportunities for resource optimization. We apply our project management acumen to identify, evaluate, and provide risk mitigation strategies. We partner with clients to document and manage policies and procedures properly to accelerate decision-making and maximize their operational impact. To prepare for future challenges, we design and facilitate wargaming and tabletop exercises that inform our clients' acquisition, workforce, mission, and mitigation strategies.

2. **DIGITAL INNOVATION:** Rockwood designs and delivers unique, innovative digital engineering solutions to enable robust, data-driven decision-making capabilities and mission success. We help organizations leverage low-code platforms and manage emerging technologies (e.g., AI, ML, and Power Apps) to streamline information workflows, records, and electronic resource management. We guide our clients on selecting and applying the appropriate technology and tools into their business processes, mission systems, knowledge management (KM) policies and procedures, and records and information management (RIM) practices. These tools enhance our clients' organizational performance and ensure their policy and executive order compliance. Rockwood's structured framework for digital transformation—which features drag-and drop interfaces, prebuilt components, and simplified coding language—reduces barriers to development and fosters broader team participation across the organization. Rockwood builds technical solutions and dashboards with "out-of-the-box" toolsets, providing a sustained, long-term solution at low or no additional cost—saving taxpayer dollars. This helps the client avoid "lock-in" on a particular vendor solution, increasing their freedom of action and reducing their reliance on continual developer support. We provide training and governance support around the digital transformation to ensure sustained adoption, workforce empowerment, and a data-driven culture.

3. **WORKFORCE OPTIMIZATION:** We prepare our client's organization and its people to maximize performance and adaptability so they can quickly respond to changes in the environment without compromising mission outcomes. Rockwood considers the composition and available skillsets across an organization to determine skill gaps and identify training needs. Our organizational development specialists empower the workforce through intentional onboarding, tailored leadership and management development programs, team performance roadmaps, and workforce innovation cells to optimize human capital resources. We support our client's efforts to create and modernize talent acquisition and professional development strategies, career paths and roadmaps, succession planning tools, competency frameworks, and job-specific skills training. Our experts apply a human-centered design approach to job aids and standard operating procedures to improve the adoption rate and results of the process optimization efforts.

4. **STRATEGY DEVELOPMENT:** Rockwood leverages human-centered design and data engineering to develop a forward-looking blueprint, create an actionable roadmap aligned with leadership priorities, proactively address roadblocks, and foster public-private partnerships in

an increasingly complex environment. Rockwood routinely and rapidly analyzes an organization to identify challenges and make detailed recommendations on improvements to operational effectiveness. Rockwood collaborates with leaders to identify the fewest, most influential stakeholders required to form a leadership coalition. We guide this coalition through our proprietary process to define and drive their collective vision and future culture. We apply our extensive expertise in facilitation and design thinking to align leaders around an agile blueprint, supported by a tailored and actionable roadmap for driving progress toward the client's desired outcomes. We design a governance structure to enable effective and timely decision-making and apply human-centered design principles to align internal and external stakeholders on the vision and blueprint. We support the launch, management, and measurement of working groups. We help our clients pilot initiatives and achieve real results quickly. We engage the right stakeholders with the right messages in the right way to enable informed solutions and sustained commitment from the workforce.

5. **COMMUNICATIONS:** Rockwood collaborates with our clients to design a compelling brand and develop a communication strategy that engages stakeholders. Our communications experts identify specific audiences, develop targeted messaging geared toward each stakeholder group, and design and create visually appealing communication materials using our cadre of graphic designers. We execute digital and physical communications campaigns that effectively motivate operators and other key stakeholders across public and private partnerships to achieve shared objectives. Leveraging dashboards and visual data flows, we help programs measure and communicate performance, optimize resources, ensure long-term viability and sustainability, and enable mission impact in a rapidly changing environment.

Appendix A: Authorized Labor Categories

Labor Category	Minimum Education	Minimum Experience	Functional Role
Staff Assistant	High School Diploma	2 years	Experienced and proficient with a wide variety of graphic and office automation tools and producing documents without errors. Knowledgeable about typical organizational support and staff management tasks to include scheduling and coordination of taskings and appointments, document and file management, document review, and may provide specialized event support and planning. Must have experience and knowledge in proofreading and editing documents that are highly technical in nature which were created by others to ensure proper format, grammar, and style. May assist in the recruiting and hiring of qualified staff and advising on the design and completion of administrative and HR processes.
Administrative Assistant	High School Diploma	3 years	Experienced and proficient with a wide variety of graphic and office automation tools and producing documents without errors. Knowledgeable about typical organizational support and staff management tasks to include scheduling and coordination of taskings and appointments, document and file management, document review, and may provide specialized event support and planning. Must have experience and knowledge in proofreading and editing documents that are highly technical in nature which were created by others to ensure proper format, grammar, and style. Performs complex tasks without supervision, including but not limited to, meeting support; preparation of documents and graphics; consolidating feedback into a report; and designing and managing a knowledge file system. May assist in the recruiting and hiring of qualified staff and advising on the design and completion of administrative and HR processes.
Staff Consultant	Bachelor's Degree	1 year	Experienced and proficient with a wide variety of research and search tools. Able to perform some library and archiving functions and support maintenance of libraries and file repositories. Able to provide technical research assistance to SMEs, consultants, program managers, and Executive Directors. Supports project teams with data gathering and research activities, organizes and themes data, and provides analytical and writing support to prepare, edit, and develop professional deliverables.
Senior Staff Consultant	Bachelor's degree	2 years	Experienced and proficient with a wide variety of research and search tools. Able to perform some library and archiving functions and support maintenance of libraries and file repositories. Able to provide technical research assistance to SMEs, consultants, program managers, and Executive Directors. Supports project team to gather, analyze, and compose technical information to solve problems across a wide range of industries. Demonstrates superior organizational skills, and oral and written communications skills. Ensures the use of proper technical terminology, translates technical information into clear, readable documents to be used by technical and non-technical personnel. Edits functional descriptions, systems specifications, user's manuals and other deliverables and documents. Supports project teams to develop models, perform analysis, and provide recommendations.

Labor Category	Minimum Education	Minimum Experience	Functional Role
Consultant	Bachelor's Degree	4 years	Experienced and proficient with a wide variety of research and search tools. Able to perform some library and archiving functions and support maintenance of libraries and file repositories. Able to provide technical research assistance to SMEs, consultants, program managers, and executive directors. Supports project team to gather, analyze, and compose technical information to solve problems across a wide range of industries. Demonstrates superior organizational skills, and oral and written communications skills. Ensures the use of proper technical terminology, translates technical information into clear, readable documents to be used by technical and non-technical personnel. Edits functional descriptions, systems specifications, user's manuals and other deliverables and documents. Supports project teams to develop models, perform analysis, and provide recommendations. May oversee the efforts of other consultants.
Senior Consultant	Bachelor's Degree	6 years	Experienced with leading and managing components of a project and serving as primary interface with the action officer client and key stakeholders. Serves as a consultant to client's team in a variety of capacities. Performs work in a variety of operational areas or in a single consulting area. Performs tasks such as assessments, strategic planning, process improvement methods, management, and consolidation of operations. Ability to design, facilitate, and manage stakeholder meetings tailored to meet the unique needs of a client. May fill in as the project lead for either a contract or task. Work entails significant management and problem-solving experience, program development, and support operations. Assists in analysis and design to meet required functional requirements, provides improvement recommendations. Designs and manages the development of client deliverables and project timelines.
Subject Matter Expert - Senior	Bachelor's Degree	7 years	Experienced change management and/or program management consultant across a range of areas. Performs a variety of tasks that require both practical experience and theoretical, state-of-the-art, technical knowledge in specialty areas. Works independently under general guidelines or objectives set by client. Possesses advanced technical and managerial skills and is highly knowledgeable across all required functional areas. Coordinates, reviews, and supervises work of assigned staff. Organizes and recommends new systems, procedures, or organizational changes. Able to support the drafting and editing of proposal text for a wide range of projects or proposals. The individual combines change management and excellent project management and writing skills.
Senior Marketing Engineer	Bachelor's Degree	8 years	Experienced with designing and overseeing the communications and marketing activities for a program or project. Consultant has specific marketing and communications technical expertise. Plans and performs marketing research, design development, and other assignments in conformance with design, engineering, and customer specifications. Supervises team of marketing and communications staff through project completion. Responsible for major marketing/communications projects of higher complexity and importance than those normally assigned to lower-level consultants. Coordinates the activities of marketing and communications consultants, graphic designers, and technicians assigned to specific projects.

Labor Category	Minimum Education	Minimum Experience	Functional Role
Program Manager	Bachelor's Degree	9 years	Experienced with setting and overseeing the overall direction of a project or a significant component of a major project requiring specific technical expertise. Within a specific technical domain, work entails project management, program support, resource management, scheduling, planning, project execution, project performance communications and justifications, and support operations. Assists in analysis and design to meet required functional requirements, provides improvement recommendations, and continues to inject strategy changes throughout the execution of the project. Provides strategic planning, facilitation, risk management, governance, communications, and other change management expertise to ensure the client outcomes are reached. May possess a program management certification.
Senior Change Consultant	Bachelor's Degree	10 years	Experienced with leading and managing components of a multiple projects or a program and serving as the primary interface with clients and key stakeholders. Serves as an advisor to client's team in a variety of capacities. Directs, manages, and performs work in a variety of operational areas or in a single consulting area. Directs, manages, and performs tasks such as assessments, strategic planning, process improvement methods, management, and consolidation of operations. Expert ability to design, facilitate, and manage stakeholder meetings tailored to meet the unique needs of a client. Work entails expert management and problem-solving experience, program development and management, client relationship management, strategic communications, and support operations. Leads the analysis and design to meet required functional requirements and provides recommendations to complex problems. Designs and manages the development of the overall strategy of the engagement, client deliverables, and project timelines.
Senior Program Manager	Bachelor's Degree	12 years	Experienced with setting and overseeing the overall direction of a large project, multiple smaller projects, or a program requiring specific technical expertise. Within a specific technical domain, work entails project management, program support, resource management, scheduling, planning, project execution, project performance communications and justifications, and support operations. Assists in analysis and design to meet functional requirements, provides improvement recommendations, and continues to inject strategy changes throughout the execution of the project. Provides strategic planning, facilitation, risk management, governance, communications, and other change management expertise to ensure the client outcomes are reached. Work entails expert management and problem-solving experience, program development and management, client relationship management, staff development and recruiting expertise, strategic communications, and support operations. Typically possesses a program management certification.
Subject Matter Expert – Senior Principal	Bachelor's Degree	14 years	Experienced change management and/or program management consultant across a range of areas. Performs a variety of tasks that require both practical experience and theoretical, state-of-the-art, technical knowledge in specialty areas. Helps the client develop and adapt project goals, outcomes, and strategy. Possesses advanced technical and managerial skills and is highly knowledgeable across all required functional areas. Provides strategic direction to assigned staff. Develops and recommends new systems, procedures, or organizational changes. Exceptional at client relationships, strategic communication, leadership alignment, strategic collaboration, and change management principles.

Labor Category	Minimum Education	Minimum Experience	Functional Role
Executive Director	Bachelor's Degree	15 years	Experienced executive professional provides expertise in consulting services across a range of areas. Vast experience in a variety of tasks that require both practical experience and theoretical, state-of-the-art, technical knowledge in specialty areas. Responsible for providing strategic direction, vision, leadership, and program management support to the project and program teams. Contributes to the overall direction of the client engagement through regular involvement with senior-level client leadership and teams. Maintains and manages relationships with senior level management within the client organization. Responsible for ensuring senior level management within the client organization is aware of overall program status, including all relevant projects and their potential impact on higher level organizational strategic vision; this may include subject matter and unique technical knowledge. Extensive senior-level/executive business P&L and capture experience. Able to advise client leadership with assessments and analyses of market environment, competitors' capabilities and strategies, emerging trends and opportunities, and to assist with identifying, prioritizing, and capturing new capabilities. The individual possesses significant industry relationships and may possess experience serving on company or corporate board of directors.
Subject Matter Expert Level 1	Bachelor's Degree	20 years	Experienced and educated technical expert as well as an experienced consultant and facilitator. Able to work with course developers to design and develop exceptional strategies, pans, and deliverables. Has extensive experience leading clients and consulting teams to assess current environment, engage experts and key stakeholders to develop a strategy, develop an operational plan to execute, and implement the plan on schedule and with exceptional results. Familiar with various change management approaches and frameworks and is considered an expert in facilitation, leadership alignment, strategic collaboration, and strategic communications. Brings more than 15 years of specialized technical experience in addition to maintaining academic and education qualifications.
Subject Matter Expert Level 2	Bachelor's Degree	25 years	Experienced and educated technical expert as well as an experienced graphic facilitator and/or consultant. Able to work with multiple stakeholders to develop a strategy, plan, and deliverables. Has extensive experience leading clients and consulting teams to assess current environment, engage experts and key stakeholders to develop a strategy, develop an operational plan to execute, and implement the plan on schedule and with exceptional results. Familiar with various change management approaches and frameworks and is considered an expert in facilitation, leadership alignment, strategic collaboration, and strategic communications. Considered exceptional in his/her field.

EXPERIENCE & DEGREE SUBSTITUTION

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

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

Labor Category	Minimum Education	Minimum Experience	Substitutions				
			PhD	Masters	Bachelors	Associate	High School
Staff Assistant	High School	2	N/A	N/A	N/A	N/A	
Administrative Assistant	High School	3	N/A	N/A	N/A	N/A	
Staff Consultant	Bachelor's	1	N/A	N/A		4	5
Senior Staff Consultant	Bachelor's	2	N/A	N/A		5	6
Consultant	Bachelor's	4	N/A	2		8	10
Senior Consultant	Bachelor's	6	N/A	4		10	12
Subject Matter Expert - Senior	Bachelor's	7	N/A	5		11	13
Senior Marketing Engineer	Bachelor's	8	N/A	6		12	N/A
Program Manager	Bachelor's	9	N/A	7		13	N/A
Senior Change Consultant	Bachelor's	10	N/A	8		N/A	N/A
Senior Program Manager	Bachelor's	12	N/A	9		N/A	N/A
Subject Matter Expert – Senior Principal	Bachelor's	14	N/A	10		N/A	N/A
Executive Director	Bachelor's	15	N/A	N/A		N/A	N/A
Subject Matter Expert Level 1	Bachelor's	20	N/A	N/A		N/A	N/A
Subject Matter Expert Level 2	Bachelor's	25	N/A	N/A		N/A	N/A