On-line 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, at this web address: https://www.gsaadvantage.gov

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov
Federal Supply Service Multiple Award Schedule (MAS) Professional Services
Contract No. 47QRAA21D006M

CUSTOMER INFORMATION

1a. Awarded Special Item Numbers (SINs) with appropriate cross-reference to item descriptions and awarded price(s)
   • 541611: Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
   • OLM: Order-Level Materials (OLM)

   Please see pages 4 - 8 for a detailed description of awarded special item numbers and related services provided by Gensler.

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract.
   NOT APPLICABLE

1c. Hourly Rates
   Please see pages 9 – 12 for a complete list of Labor Categories and corresponding hourly rates.

2. Maximum Order: $1,000,000.00

3. Minimum Order: $100.00

4. Geographic coverage (delivery area)
   Worldwide

5. Point(s) of production (city, county, and State or foreign country)
   NOT APPLICABLE

6. Discount from list prices or statement of net price
   Government net prices are shown on the preceding pricelist. Negotiated discount and IFF has been applied.

7. Quantity discounts
   • 0.25% task orders between $150,000 and $249,999
   • 0.50% task orders between $250,000 and $499,999
   • 1.00% task orders $500,000 or greater

8. Prompt payment terms
   • 0%, 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 (list items by country of origin)
   NOT APPLICABLE

10a. Time of delivery
    Determined by individual Task Orders
10b. **Expedited Delivery**
Determined by individual Task Orders

10c. **Overnight and 2-day delivery**
Determined by individual Task Orders

10d. **Urgent Requirements**
Determined by individual Task Orders. Please contact the Contractor’s Contract Administration Contacts (listed below) to affect a faster delivery.

11. **F.O.B. Point(s)**
FOB Destination

12a. **Ordering Address**
Gensler
2020 K Street NW
Washington, DC 20006
TEL 202.721.5200
FAX 202.872.8587
www.gensler.com

**Contract Administration Contacts**
Tom Shen
tom_shen@gensler.com

Diana Apalategui
diana_apalategui@gensler.com

12b. **Ordering 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**
Gensler
2020 K Street NW
Washington, DC 20006
TEL 202.721.5200  FAX 202.872.8587

14. **Warranty provision**
NOT APPLICABLE

15. **Export packing charges, if applicable**
NOT APPLICABLE

16. **Terms and conditions of rental, maintenance, and repair (if applicable)**
NOT APPLICABLE

17. **Terms and conditions of installation (if applicable)**
NOT APPLICABLE
18. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable)
   NOT APPLICABLE

19. Terms and conditions for any other services (if applicable)
   NOT APPLICABLE

20. List of service and distribution points (if applicable)
   NOT APPLICABLE

21. List of participating dealers (if applicable)
   NOT APPLICABLE

22. Preventive maintenance (if applicable)
   NOT APPLICABLE

23a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants)
   NOT APPLICABLE

23b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor’s website or other location.) The EIT standards can be found at:  www.Section508.gov/.
   NOT APPLICABLE

24. Unique Entity Identifier (UEI) Number
   101915890

   Gensler’s registration is ACTIVE in the System for Award Management.

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Federal Supply Service Multiple Award Schedule (MAS)
Contract No. 47QRAA21D006M

Description of Awarded SINs and Services Provided by Gensler

<table>
<thead>
<tr>
<th>Large Category:</th>
<th>Professional Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subcategory:</td>
<td>Business Administrative Services</td>
</tr>
<tr>
<td>Awarded Special Item Numbers (SINs):</td>
<td>541611 - Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services</td>
</tr>
<tr>
<td></td>
<td>OLM - Order-Level Materials (OLM)</td>
</tr>
</tbody>
</table>

General Description of SIN 541611
Provide operating advice and assistance on administrative and management issues. Examples include: strategic and organizational planning, business process improvement, acquisition and grants management support, facilitation, surveys, assessment and improvement of financial management systems, financial reporting and analysis, due diligence in validating an agency's portfolio of assets and related support services, strategic financial planning, financial policy formulation and development, special cost studies, actuarial services, economic and regulatory analysis, benchmarking and program metrics, and business program and project management.

- Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and address those, prior to task order award.
- Personal services as defined in FAR 37.104 are prohibited.

Description of Gensler Services Provided Under SIN 541611

Integrated Consulting Services
Consulting services help clients identify the right real estate solutions, thereby avoiding the time and cost of acquiring and/or altering space without a thoughtful rationale. When faced with expansion, consolidation, or reorganization, agencies have called on Gensler to facilitate the comprehensive analysis of relevant factors such as lease expiration, utilization rates, mission, dependencies, and workload. Through strategic planning, agencies are provided with a real estate plan that is workable and cost effective. Gensler's integrated consulting services provided under SIN 541611 are listed below.

PORTFOLIO ASSESSMENT
- Asset evaluation
- Benchmarking and best practices
- Building, site and location assessment
- Acquisition and disposition strategies
- Lease consolidation and occupancy analysis
- Development and adaptive reuse assessment
- Exit strategy studies and portfolio simulation
- Move management planning
- Defining and tracking performance measures and indicators
- Program audits and evaluations
- Occupancy cost tracking and cost benefit analysis
• Space tracking of leases, floor plans, occupancy, equipment and costs
• Positioning and outreach with leadership and agency personnel

PROCUREMENT PROCESS - REAL ESTATE AND SPACE PLANNING
• Development of RLP technical requirements and performance criteria for base building core and shell and tenant improvements
• Technical advisor for development of solicitation and review of procurement offer assessment
• Development of delineated areas, site and building selection criteria, process frameworks, guidelines and policy in conformance with federal regulations and executive orders
• Procurement process assessment for leasing guidelines, design process and construction cost
• RFP/RFQ preparation for planning and design contractors
• Outsourcing protocols/guidelines framework

SPACE REQUIREMENTS DEVELOPMENT
• Advisor on organizational and operational issues including integrated workplace, union agreements, changes in technology and work processes and organization consolidation
• Program of Requirements (POR)
• Facility and occupancy mapping
• Macro level program verification
• Design guidelines for site, building and interiors
• Space standards evaluation and development (individual, shared, and support spaces)
• Real estate strategy and development of space planning and real property policy
• Facilities management services and policies
• Organization and work process assessment
• Modeling of new work processes
• Wayfinding and signage assessment

GREEN/SUSTAINABLE DESIGN CONSULTING
• Creation of principles, policies and guidelines
• Cultural change implementation related to new programs and policies
• LEED assessments and audits

ALTERNATIVE WORK STRATEGIES
• Integrated workplace feasibility assessment and definition
• Development of telework programs, policies, and guidelines including technology and cultural change implementation
• Mobility suitability analysis and space benchmarking
• Office mobility program management

STRATEGIC COMMUNICATIONS
• Programs and collateral in support of new communications programs and/or facilities
• Development of strategic materials to support internal and external communications plans
• Staff outreach programs and collateral including design and facilitation of change management programs and focus groups
• Identification of systems and branding to introduce and support new programs
Integrated Business Program Support Services
Gensler helps clients ensure that real estate and facilities projects are based on an overall plan that addresses objectives, budget, identification and allocation of resources, ongoing quality control, and evaluation. Gensler’s program integration and project management services ensure that each organization’s resources are protected by best practices, which ensure effective and efficient solutions.

Gensler provides management planning services to enhance the integration of planning and design process with facilities decision-making. Program integration and project management services incorporate various management and business improvement programs and projects including budgeting, scheduling, as well as value and risk management.

Value management ensures the organization gains real benefits from its investment. Risk management is achieved with the development of a master schedule, including investigations into the establishment of a clear business case for the project, a thorough analysis of program needs, and a clear understanding of project objectives.

Program integration and project management services support and augment an organization’s internal resources during the entire project lifecycle with best practices, additional manpower, and quality control techniques. Gensler is focused on delivering on-time, cost-effective solutions. Gensler’s integrated business program support services provided under SIN 541611 are listed below.

PROJECT DEFINITION AND STRUCTURE
- Develop project goals and objectives and definitions of project roles and responsibilities
- Assignment of program/project management structure
- Definition and reporting of project team structures
- Development of project charter and communication plan
- Identification of challenges and project success factors as well as key project deliverables
- Formulation of project performance measures
- Establishment and monitoring of schedule requirements
- Development of framework for establishing and monitoring project and program budgets
- Program management support for multiple, concurrent projects

DEFINITION OF PROGRAM REQUIREMENTS
- Oversight and supervision of process design to collect and define requirements
- Management and oversight of data collection approach, scope, and methodologies
- Monitoring of schedule and sequence of activities
- Coordinating the interrelationship of parts and tasks, including missing or required activities
- Identification and alignment of program inconsistencies
- Definition and assignment of supplemental roles and activities
- Confirmation of fee and time requirements

ALTERNATIVE STRATEGY DEFINITION
- Develop evaluation criteria
- Manage the development of alternative project options and scenarios including cost benefit analysis
- Oversee the structure, format, and message communicated in executive presentations
- Build consensus for successful selection of alternative options
- Assist in the selection and evaluation of various options
- Develop recommendations and build consensus with Agency leadership
CONTRACTOR MANAGEMENT
- Develop and coordinate scopes of work
- Establish framework agreements and contracts
- Develop short-lists of prospective contractors and consultants
- Coordinate the RFP process
- Participate in the evaluation and selection of proposals
- Facilitate orientation and ramp-up
- Monitor delivery of contractor services

IMPLEMENTATION MANAGEMENT
- Review design for compliance with project POR, schedule, and project goals and objectives
- Develop framework for monitoring compliance of offeror activities and deliverables to lease terms
- Provide compliance check of lease documentation
- Ensure maximum benefits due under the lease agreement are delivered
- Monitor compliance of key lease components (budget, schedule, deliverables, quality)

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**Description of SIN OLM (Order-Level Materials)**

Order-Level Materials (OLMs) are supplies and/or services acquired in direct support of an individual task or delivery order placed against a Schedule contract or BPA. OLM pricing is not established at the Schedule contract or BPA level, but at the order level. Since OLMs are identified and acquired at the order level, the ordering contracting officer (OCO) is responsible for making a fair and reasonable price determination for all OLMs.

OLMs are procured under a special ordering procedure that simplifies the process for acquiring supplies and services necessary to support individual task or delivery orders placed against a Schedule contract or BPA. Using this new procedure, ancillary supplies and services not known at the time of the Schedule award may be included and priced at the order level.

**OLM SIN-Level Requirements/Ordering Instructions**

**OLMs are:**
- Purchased under the authority of the FSS Program
- Unknown until an order is placed
- Defined and priced at the ordering activity level in accordance with GSAR clause 552.238-115 Special Ordering Procedures for the Acquisition of Order-Level Materials. (Price analysis for OLMs is not conducted when awarding the FSS contract or FSS BPA; therefore, GSAR 538.270 and 538.271 do not apply to OLMs)
- Only authorized for use in direct support of another awarded SIN.
- Only authorized for inclusion at the order level under a Time-and-Materials (T&M) or Labor-Hour (LH) Contract Line Item Number (CLIN)
- Subject to a Not to Exceed (NTE) ceiling price

**OLMs are not:**
- "Open Market Items."
- Items awarded under ancillary supplies/services or other direct cost (ODC) SINs (these items are defined, priced, and awarded at the FSS contract level)

**OLM Pricing:**
- Prices for items provided under the Order-Level Materials SIN must be inclusive of the Industrial Funding Fee (IFF).
- The value of OLMs in a task or delivery order, or the cumulative value of OLMs in orders against an FSS BPA awarded under an FSS contract, cannot exceed 33.33%.

**NOTE:** When used in conjunction with a Cooperative Purchasing eligible SIN, this SIN is Cooperative Purchasing Eligible.
### Labor Category Descriptions and Hourly Rates for SIN 541611

<table>
<thead>
<tr>
<th>LABOR CATEGORY</th>
<th>DESCRIPTION</th>
<th>HOURLY RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy Leader</strong></td>
<td>Principal-level role responsible for overall success of collaboration with clients and contracted services. Provides overall strategy leadership to drive successful completion of the project. Maintains thorough understanding of clients’ operations and business goals and is a key player in development of overall strategy and proposed solutions. <em>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</em></td>
<td>$310.00</td>
</tr>
<tr>
<td><strong>Strategy Director</strong></td>
<td>Principal-level role responsible for directing the strategic efforts of each engagement. Translates client operational objectives and vision into policies, programs, strategies and actionable tasks. Helps clients identify opportunities to institute change, reduce operating costs, increase productivity and improve workplace quality for end users. Sets key parameters for, and tailors the project workplan and study process. <em>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</em></td>
<td>$207.00</td>
</tr>
<tr>
<td><strong>Senior Planning Lead</strong></td>
<td>Senior-level role responsible for leading the planning efforts related to each engagement. Works closely with the Strategy Director to support integration of client insight, plan development and overall strategic management. Develops analytic parameters and identifies evaluation criteria for study processes and development of evaluation standards. Formulates and recommends pivot action measures as needed to ensure alignment of plan and deliverables with client objectives. <em>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</em></td>
<td>$203.00</td>
</tr>
</tbody>
</table>

Minimum Knowledge and Experience Required:
Requires a master’s degree in a relevant field of study along with a minimum of 25 years professional experience (or a bachelor’s degree plus 30 years relevant professional experience) in personnel and engagement management, as well as corporate-level management responsibilities and tasks.
<table>
<thead>
<tr>
<th>LABOR CATEGORY</th>
<th>DESCRIPTION</th>
<th>HOURLY RATE (including IFF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process/Design Facilitator</td>
<td>Designs and facilitates wide range of work sessions, conferences, workshops and stakeholder meetings. Engages in gathering data from disparate sources and integrating that information into a common focus using strategic communications tools. Provides knowledge and expertise on a wide range of topics including change management, strategic and organizational planning, workplace strategy, as well as design and construction timelines and processes. Other capabilities include large group intervention, team building, survey design, communications program planning and training. <strong>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</strong>&lt;br&gt;Minimum Knowledge and Experience Required:&lt;br&gt;Requires a bachelor’s degree in a relevant field of study along with a minimum of 12 years of professional experience in facilitation, group leadership, and developing session proceedings. Familiar with concepts, practices, and procedures within the field of facilitation.</td>
<td>$176.00</td>
</tr>
<tr>
<td>Strategy Integrator</td>
<td>Integrates strategy into program to maintain alignment with client goals and objectives ensuring delivery of fully integrated solutions that address people, systems, policy, processes and workplace requirements. Develops information channels needed to communicate effectively with client team, managers, and stakeholders. Directs implementation of data collection and analysis methods through interviews, visioning sessions, and focus groups. Provides organizational structure, business and operating procedures analysis to ensure support of client mission over time. <strong>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</strong>&lt;br&gt;Minimum Knowledge and Experience Required:&lt;br&gt;Requires a bachelor’s degree in a relevant field of study along with a minimum of 12 years of professional experience including oversight of programming and strategy development, selection and presentation of alternatives options and recommendations as well as management of strategic deliverables.</td>
<td>$176.00</td>
</tr>
<tr>
<td>Space Utilization Strategist</td>
<td>Develops design or strategic project components related to programming activities as required to quantify personnel, square footage, workspace, amenities and adjacencies. Provides recommendations related to real estate portfolio organization and policy that support efficient space utilization and meet client objectives over time. Develops recommendations and alternatives options for consolidations, macro facility programming and strategic housing scenarios. <strong>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</strong>&lt;br&gt;Minimum Knowledge and Experience Required:&lt;br&gt;Requires a bachelor’s degree in a relevant field of study along with a minimum of 10 years of professional experience including management of strategic efforts related to process design, facility programming, space utilization and occupancy analysis.</td>
<td>$171.00</td>
</tr>
<tr>
<td>LABOR CATEGORY</td>
<td>DESCRIPTION</td>
<td>HOURLY RATE (including IFF)</td>
</tr>
<tr>
<td>----------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Data Strategist</td>
<td>Develops processes for and implementation of data analysis, as well as documentation and integration of all necessary quantitative and qualitative information into real estate, occupancy and workplace strategies. Manages data collection activities required to quantify personnel, square footage, workspace, amenities and adjacencies. Directs research and survey efforts to support recommendations for efficient space utilization, real estate portfolio planning and related real property cost implications. <strong>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</strong> Minimum Knowledge and Experience Required: Requires a bachelor’s degree in a relevant field of study along with a minimum of 10 years of professional experience directing data collection, database management, survey design and implementation as well as identification and evaluation of alternative actions.</td>
<td>$171.00</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Day-to-day manager of the engagement responsible for monitoring project schedule, fee and contract deliverables. Ensures clear lines of communications between team members and client. Manages subcontractors and coordinates their work with larger project team. Builds critical communication channels and consensus among project stakeholders, leading to informed decisions on all levels. Manages staffing, meetings, scheduling, quality assurance and budgeting. <strong>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</strong> Minimum Knowledge and Experience Required: Requires a bachelor’s degree in a relevant field of study along with a minimum of 9 years of professional experience including personnel and project management.</td>
<td>$162.00</td>
</tr>
<tr>
<td>Senior Graphic Designer</td>
<td>Leads development of all graphic components related to strategic communications packages and contract deliverables. Creates and directs implementation of graphic design concepts and appropriate creative solutions. Manages print-related vendors, illustrators and performs press and quality checks. Uses various design software applications to communicate design concepts. Coordinates conceptualization, presentation materials output, detailing and artwork production. <strong>A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</strong> Minimum Knowledge and Experience Required: Requires a bachelor’s degree in visual or multimedia design, strategic communications or fine arts and a minimum of 10 years of professional experience as a graphic designer including strong conceptual design abilities and expert-level use of multiple design software applications.</td>
<td>$150.00</td>
</tr>
<tr>
<td>LABOR CATEGORY</td>
<td>DESCRIPTION</td>
<td>HOURLY RATE (including IFF)</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Senior Analyst</td>
<td>Develops solutions for organizational problems and offers suggested corrections to improve business performance; provides strategic analysis of datasets and information, oversees collection and documentation of quantitative and qualitative information for the preparation of real estate, occupancy, building and interiors strategies; directs the execution of stakeholder interviews and implementation of studies and surveys, and conveying findings to clients. A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</td>
<td>$140.00</td>
</tr>
<tr>
<td></td>
<td>Minimum Knowledge and Experience Required:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Requires a bachelor’s degree in a related area and a minimum of 8 years of professional experience.</td>
<td></td>
</tr>
<tr>
<td>Graphic Designer</td>
<td>Implements graphic components of a strategic communications packages and contract deliverables. Utilizes design software applications to communicate design concepts. Coordinates conceptualization, presentation materials output, detailing and artwork production. A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</td>
<td>$112.00</td>
</tr>
<tr>
<td></td>
<td>Minimum Knowledge and Experience Required:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Requires a bachelor’s degree in visual/multimedia design or a related area of study and a minimum 6 years of professional experience in the field or in a related area. Must possess proficiency with multiple design software applications and operations.</td>
<td></td>
</tr>
<tr>
<td>Analyst</td>
<td>Under direction of project leadership, collects and documents quantitative and qualitative information for the preparation of real estate, occupancy, building and interiors strategies. Performs research efforts and works with senior strategists to draft preliminary analysis and recommendations on space utilization, best uses of facilities, real estate options and related cost implications. A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</td>
<td>$86.00</td>
</tr>
<tr>
<td></td>
<td>Minimum Knowledge and Experience Required:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Requires a bachelor’s degree in a related area of study and a minimum of 2 years of professional experience.</td>
<td></td>
</tr>
<tr>
<td>Administrative</td>
<td>Provides organizing and administrative duties related to support of project teams. Coordinates meetings and workshops; skilled in word processing as well as database and spreadsheet applications needed to fulfill duties; supports project managers with invoice processing as well as other account and contract management needs. A/E Services as defined in FAR 36.601-4 are not offered as part of this labor category.</td>
<td>$57.00</td>
</tr>
<tr>
<td></td>
<td>Minimum Knowledge and Experience Required:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Requires an associate’s degree and a minimum of 2 years of professional experience.</td>
<td></td>
</tr>
</tbody>
</table>
Service Contract Labor Standards (SCLS) Statement

The Service Contract Labor Standards (SCLS) is applicable to this contract and it includes SCLS applicable labor categories. The prices for the cited SCLS labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLS matrix below. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).

<table>
<thead>
<tr>
<th>SCLS Eligible Labor Category</th>
<th>SCLS Equivalent Code-Title</th>
<th>WD Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant</td>
<td>01020 - Administrative Assistant</td>
<td>2015-4281</td>
</tr>
</tbody>
</table>

Should the Contractor propose in an area with higher SCLS rates or is subject to a Collective Bargaining Agreement (CBA) in accordance with FAR 22.1008-2, resulting in higher wages being required that exceeds their approved GSA rate, the Contractor will notify their Procurement Contracting Officer (PCO) and submit a modification to their contract via the eMod system accordingly.