



# **GSA PRICE LIST**

## **Federal Supply Schedule 00CORP – Professional Services Schedule**

### **GS-00F-0013Y**

**Contract Period: January 1, 2015  
through December 31, 2019**

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. The INTERNET address for GSA Advantage is: [GSAAdvantage.gov](http://GSAAdvantage.gov).



**Redhorse Corporation**

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San Diego, CA 92101  
Phone: 619/241-4609  
Fax: 619/241-4609  
Web Address: <http://redhorsecorp.com>

**Taxpayer Identification Number (TIN)**

26-1283951

**CAGE Code**

4WS86

**DUNS Number**

808149004

**Business Size**

8(a), Service-Disabled Veteran-Owned, and  
Native American owned small business

**For More Information, Please Contact**

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<http://www.gsaadvantage.gov>

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**About Redhorse Corporation**

Redhorse Corporation (Redhorse) provides technical and management consulting services in the government, energy, environment, information technology, and intelligence markets. We serve commercial and government clients, delivering solutions that improve operations, compliance, and business performance as well as reduce risk, save money, and enhance security. Redhorse works in collaboration with our customers to augment existing capabilities and deliver the right resources at the right time to provide the right solution. Our service offerings include:

**Business Solutions.** Redhorse excels at helping agencies plan, manage, and execute mission critical operations, deliver valued-added business solutions, and meet program and compliance requirements. We work to bridge the gap between strategy and an organization’s day-to-day operations to achieve strategic, operational, and program-level goals. Redhorse delivers a broad range of services to help leaders prioritize and track resources, develop performance metrics, manage risks, and re-engineer systems and processes to more efficiently meet business, technical and regulatory requirements. Our mission support services include:

- Policy and Legislative Analysis
- Strategic Planning and Analysis
- Program and Project Management
- Financial and Business Solutions
- Technical and Scientific Support
- Human Capital Management and Workforce Planning
- Record Keeping and Mail Room Support
- Logistics and Administrative Services

Redhorse at a Glance
➤ 8(a), Service-Disabled Veteran-Owned, and Native American Owned Small Business
➤ Experienced Management Team
➤ Team of Senior-Level Subject Matter Experts
➤ Market Focus Areas:
✓ Business Solutions
✓ Energy
✓ Environment
✓ Information Technology
✓ Intelligence
➤ Government approved accounting system
➤ Expertise in Government Contracting
➤ ISO 9001 Certified

**Energy.** Redhorse helps clients navigate the intricacies and challenges associated with the rapidly changing economic, regulatory, and political landscape of energy and climate change. We help government and private-sector customers increase energy efficiency and use of renewable energy resources, understand and manage the risks and opportunities posed by climate change, and develop strategies and initiatives to ensure energy security, and improve the resiliency and adaptive capacity of natural, built, and human assets. We have a proven track record of generating significant cost savings, providing services that add value to our customers' underlying missions and business requirements. Our energy and climate change services include:

- Energy Management
- High Performance Sustainable Buildings
- Technology and Program Evaluation, Measurement, and Verification
- Mission and Program Execution Support
- Energy Security
- Climate Change Services



**Environmental.** We are an environmental and sustainability services provider serving commercial, industrial, and government clients – providing sustainable environmental solutions to meet compliance, business, and operational requirements. We offer clients expertise in air quality, natural resources, compliance and permitting, pollution prevention, due diligence, solid and hazardous waste management, water quality, and expert witness services. We support client needs across the full project life cycle – from planning, development and construction, to operation and compliance, to site remediation, restoration, and reuse. Our solutions balance complex technical, regulatory, business, and stakeholder issues to minimize environmental impacts, reduce risk, and deliver measurable, cost-saving value for our clients. Our environmental and sustainability services include:

- Air Quality Compliance Permitting
- Natural Resource Management
- Cultural Resource Management
- NEPA/CEQA Compliance and Environmental Planning
- Sustainability and Pollution Prevention Consulting
- Site Investigation and Characterization

**Information Technology.** Redhorse offers a wide range of information technology services to support wired and wireless computer networks and information systems. We have extensive experience with the design, delivery, implementation, installation, and operation of local area networks, wide area networks, enterprise-level information systems, and wireless systems for critical public safety and public service systems. We understand network security and information assurance and have experience providing information technology and security solutions to both private and government clients. We offer Information Technology Solutions to our customers' needs in the following areas:

- Program and Project Management
- IT Strategy and Governance
- Cyber Security
- Information Assurance
- Data Center and Cloud Architecture
- Data Analytics and Business Intelligence
- Wireless Network Design
- Systems Engineering and Integration

**Intelligence.** We specialize in providing program, technical, analysis, administration, information technology, logistics, and security services to the Intelligence Community. Redhorse offers expertise analyzing, developing, and implementing policy and legislative requirements, in programmatic strategy and guidance, technology acquisition and assessment, information technology and communications system architecture, network architecture, financial analysis, and administration. We help define operational requirements by assessing capabilities and identifying deficiencies across the entire intelligence collection life cycle, with a focus on providing timely information to decision makers. We provide Intelligence and National Security services in the following areas:



- Organizational Strategy and Enterprise Management
- Program Management and Mission Support Services
- Cyberspace Intelligence and Operations
- Intelligence Surveillance, Reconnaissance (ISR) Program Support

## Customer Information

### 1a. Awarded Special Item Numbers:

#### Facilities Maintenance and Management Services

- C871-202 / RC: Energy Management Planning and Strategies
- C871-207 / RC: Energy Audit Services
- C871-208 / RC: Resource Efficiency Management (REM)
- C871-211 / RC: Energy Consulting Services

#### General Purpose Commercial Information Technology Equipment, Software, and Services (IT)

- C132-51 / RC: Information Technology Professional Services
- C132-51STLOC

#### Financial and Business Solutions (FABS)

- 520-1 / RC: Program Financial Advisor
- 520-2 / RC: Transaction Specialist
- 520-11 / RC: Accounting
- 520-12 / RC: Budgeting
- 520-13 / RC: Complementary Financial Management Services
- 520-21 / RC: Program Management Services
- 520-22 / RC: Grants Management Support Services

#### Advertising & Integrated Marketing Solutions (AIMS)

- 541-1 / RC: Advertising Services
- 541-2 / RC: Public Relations Services
- 541-4A / RC: Market Research and Analysis
- 541-5 / RC: Integrated Marketing Services

#### Human Resources & Equal Employment Opportunity Services

- C595-21 / RC: Human Resources

#### Professional Engineering Services (PES)

- 871-1 / RC: Strategic Planning for Technology Programs/Activities
- 871-2 / RC: Concept Development and Requirements Analysis
- 871-3 / RC: System Design, Engineering, and Integration
- 871-4 / RC: Test and Evaluation
- 871-6 / RC: Acquisition and Life Cycle Management
- 871-7 / RC: Construction Management
- 100-03 (formally 871-8) / RC: Ancillary Supplies and/or Services



**Mission Oriented Business Integrated Services (MOBIS)**

874-1 / RC: Consulting Services

874-4 / RC: Training Services

100-03 (formally 874-5) / RC: Ancillary Supplies and/or Services

874-6 / RC: Contract, Procurement, and Acquisition Support Services

874-7 / RC: Program and Project Management Services

**Logistics Worldwide (LOGWORLD)**

874-501 / RC: Supply and Value Chain Management

874-504 / RC: Deployment Logistics Services

100-03 (formally 874-506) / RC: Ancillary Supplies and/or Services

874-507 / RC: Operations &amp; Maintenance Logistics Management and Support Services

874 597 / RC: Ancillary Repair and Alterations

**Environmental Services (ES)**

899-1 / RC: Environmental Consulting Services

899-3 / RC: Environmental Training Services

899-5 / RC: Materials and Waste Recycling and Disposal Services

899-7 / RC: Geographic Information Systems (GIS) Services

899-8 / RC: Remediation and Reclamation Services

100-03 (formally 899-10) / RC: Ancillary Supplies and/or Services

**1b. Labor Rates:** Please see Appendix A for Labor Rates and Appendix B for Other Direct Cost Rates.

**1c. Labor Category Descriptions:** Please see Appendix C.

**2. Maximum Order:** All SINs have a Maximum Order of \$1,000,000.00.

**3. Minimum Order:** \$100

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

**5. Point of Production:** The primary point of production is the Redhorse Corporation corporate headquarters, located in San Diego, California.

**6. Discount from List Prices:** All prices listed are net prices.

**7. Quantity Discounts:** None

**8. Prompt Payment Terms:** No special discount is offered for prompt payment. Payment terms are net 30 days.

**9a. Acceptance of Government Credit Cards:** Government credit cards will be accepted for orders at or below the micro-purchase threshold.



**9b. Acceptance of Government Credit Cards:** Government credit cards will be accepted for orders above the micro-purchase threshold.

**10. Foreign Items:** Not applicable

**11a. Time of Delivery:** Specified in each task order

**11b. Expedited Delivery:** None

**11c. Overnight and 2-Day Delivery:** None

**11d. Urgent Requirements:** Not available

**12. F.O.B. Points(s):** Destination

**13a. Ordering Address:** Redhorse Corporation  
Attention: Bernadine Holmes, Senior Contracts Administrator  
1370 India Street, Suite 200  
San Diego, CA 92101  
(619) 241-4609 telephone  
(619) 241-4609 facsimile  
[Bernadine.holmes@redhorsecorp.com](mailto:Bernadine.holmes@redhorsecorp.com)

**13b. Ordering Procedures:** The ordering procedures for supplies and services, information on Blanket Purchase Agreements (BPA), and a sample BPA can be found at the GSA/FSS Schedule homepage (<http://fss.gsa.gov/schedules>).

**14. Payment Address is as Follows:**

Payment by Mail: Redhorse Corporation  
Accounting Department  
1370 India Street, Suite 200  
San Diego, CA 92101  
(619) 241-4609

Payment by Wire Transfer: Regents Bank  
c/o Redhorse Corporation  
Routing Transit Number: 122243321  
Account Number: 2110450

**15. Warranty Provision:** Not applicable

**16. Export Packing Charges:** Not applicable

**17. Terms and Conditions of Government Purchase Card Acceptance:** Government commercial credit cards will be acceptable for payments. Bank account information will be shown on the invoices.



**18. Terms and Conditions of Rental, Maintenance, and Repair:** Not applicable

**19. Terms and Conditions of Installation:** Not applicable

**20. Terms and Conditions of Repair Parts Indicating Date of Parts Price Lists and Any Discounts from List Prices:** Not applicable

**20a. Terms and Conditions for Any Other Services:** Not applicable

**21. List of Service and Distribution Points:** Not applicable

**22. List of Participating Dealers:** Not applicable

**23. Preventive Maintenance:** Not applicable

**24a. Special Attributes:** Not applicable

**24b. Section 508. If applicable, Section 508 compliance information on Electronic and Information Technology (EIT) supplies and services will be addressed on a task order basis. The EIT standards can be found at [www.Section508.gov](http://www.Section508.gov):** Not applicable

**25. Data Universal Numbering System (DUNS) Number:** 808149004

**26. Central Contractor Registration (CCR) Database:** Redhorse Corporation is registered in the System for Award Management.

## Redhorse Offering

### FACILITIES MAINTENANCE AND MANAGEMENT

Redhorse offers government agencies a streamlined way to procure a wide range of solutions to help meet the critical challenges facing customers in effectively managing energy, water, and other resources. Limited financial and personnel resources, access to domain expertise, numerous unfunded mandates, and the unprecedented visibility of energy and climate change issues are significant challenges faced across the government. Our solutions enable your agency to integrate and leverage technical and financial resources to improve performance, optimize limited resources, and drive cost savings and GHG emission reductions. We help agencies meet the challenges of today while reducing risks and positioning for the opportunities of tomorrow.

**SIN C871-202 / RC: Energy Management Planning and Strategies.** A four-phase Comprehensive Energy Management Solution consisting of all four phases of an energy project could pertain to a variety of energy projects that include, but are not limited to, renewable energy, sustainable energy, and energy-efficient buildings certification programs such as LEED.

1. Consulting/Auditing/Energy Management Solutions – This phase includes strategic planning, energy assessments such as feasibility, vulnerability, and other detailed



assessments, and developing and executing energy audits, audit plans, and energy management solutions.

2. Concept Development and Requirements Analysis – This phase includes analysis of the audit results and an outline of requirements to design a detailed energy management project concept.
3. Implementation and Change Management – This phase includes implementation and integration of more energy-efficient practices and systems and training in using them effectively.
4. Measurement and Verification – This phase includes the performance assessment and measurement of the effectiveness and energy efficiency of the project and can include long-term monitoring, verification of savings, and benchmarking.

**SIN C871-207 / RC: Energy Audit Services.** Energy audits can include, but are not limited to, developing, executing, and reporting on audit plans or performing energy and water audits. Energy audits may range from cursory to comprehensive and may include data collection, data analysis, benchmarking with tools such as Energy Star, and written recommendations of suggested upgrades of electrical and mechanical infrastructure, including their impact on energy consumption and pollution, and can include recommendations for using alternative Energy Sources. Energy-efficient buildings certification programs such as LEED may be included.

**SIN C871-208 / RC: Resource Efficiency Management (REM).** REM can include, but is not limited to, providing information on possible steps that will improve energy efficiency. This information can include estimates of cost savings and environmental benefits and can involve on-site analysis of current operations, equipment, and energy purchasing patterns. This area may include the services of a resource efficiency advocate for individual or aggregated buildings to maximize resource efficiency. Energy-efficient buildings certification programs such as LEED may be included.

**SIN C871-211 / RC: Energy Consulting Services.** Consulting services include expert advice, assistance, guidance, or counseling on energy related projects or initiatives to assist agencies in adhering to energy legislation and policy such as EPACT 2005, Executive Orders 13423 and 13514. Consulting services covered by this SIN include energy management or strategy; energy program planning and evaluations; energy related studies, analyses, benchmarking, and reporting such as feasibility studies, vulnerability assessments, and energy security; assistance in meeting energy efficient building standards such as Leadership in Energy and Environmental Design (LEED), Green Globes and Energy Star; advisory services in obtaining alternative financing for energy projects such as Energy Savings Performance Contracts, Power Purchase Agreements or Enhanced Use Leases; consulting on carbon emissions trading programs; consulting on where to obtain renewable energy credits/certificates; consulting on greenhouse gas measurement and management; strategic sustainability performance planning; consulting on obtaining high performance sustainable buildings; and the implementation, testing, and evaluation of networked energy management systems and services that utilize Internet Protocol - Next Generation (IPv6) enabled systems.

## **GENERAL PURPOSE COMMERCIAL INFORMATION TECHNOLOGY EQUIPMENT, SOFTWARE, AND SERVICES (IT)**

Redhorse understands the challenges, risks, and opportunities involved in building and operating networks and systems that optimize operations, ensure effective communication, and securely maintain mission critical and business sensitive information. We are helping government and business customers define, design, deploy, manage, and secure their IT infrastructure.

**SIN C132-51 / RC and C132-51STLOC: Information Technology Professional Services.** Information Technology Professional Services includes resources and facilities management, database planning and design, systems analysis and design, network services, programming, millennium conversion services, conversion and implementation support, network services project management, data/records management, subscriptions/publications (electronic media), and other services.

## **FINANCIAL AND BUSINESS SOLUTIONS (FABS)**

**SIN 520-1 / RC: Program Financial Advisor.** Assist agencies on cross-cutting issues, asset marketability, program development, trust or other monetary fund management/benefit administration, equity monitoring, originations, and addresses any other considerations regarding the acquisition, management and/or resolution of an asset.

**SIN 520-2 / RC: Transaction Specialist.** Assist agencies in all asset resolution related areas including valuation/pricing, portfolio stratification, restructuring and disposition strategies which best meet agency goals. Make specific recommendations as to the best execution. Conduct a sale or other disposition vehicle. Provide marketing expertise, budget and credit reform analyses.

**SIN 520-11 / RC: Accounting.** Transaction analysis, transaction processing, data analysis and summarization, technical assistance in devising new or revised accounting policies and procedures, classifying accounting transactions, special studies to improve accounting operations.

**SIN 520-12 / RC: Budgeting.** Assess and improve the budget formulation and execution processes, conduct special reviews to resolve budget formulation or budget execution issues, provide technical assistance to improve budget preparation or execution processes.

**SIN 520-13 / RC: Complementary Financial Management Services.** Assess and improve financial management systems, financial reporting and analysis, strategic financial planning, financial policy formulation and development. Devise and implement performance measures, conduct special cost studies, perform actuarial services, perform economic and regulatory analysis, assist with financial quality assurance efforts, perform benchmarking.

**SIN 520-21 / RC: Program Management Services.** Encompasses the management of financial and business solutions programs and projects and includes but is not limited to program management, program oversight, project management and program integration of a limited



duration. A variety of functions may be utilized to support program integration or project management tasks.

**SIN 520-22 / RC: Grants Management Support Services.** Support and assist Federal grants management personnel in all phases of the grants management process including but not limited to assessing compliance of grantees business and financial management systems, assisting awarding agencies in ensuring grantees responsible and accountable use of grant funds, assisting with ensuring that grantees performance is in full compliance with grant requirements, assisting government Grants Management Officers, Grant Management Specialists, and other grants management personnel, advising government personnel in managing Grant Financial Management systems, managing the project period of performance schedule, evaluating ongoing status reports, final reports, and other deliverable products required under the grant program, and assisting in grant close-out procedures.

### **ADVERTISING & INTEGRATED MARKETING SOLUTIONS (AIMS)**

Redhorse offers expertise promoting public awareness of agency mission and initiatives, enabling public understanding of complex technical issues. We also disseminate information to industry and stakeholders, develop marketing assessments, and conduct outreach campaigns. Our services include defining program requirements; developing strategic communications plans to engage internal and external stakeholders; executing communication plans; preparing surveys, briefs, presentations, and news articles; using multi-media to reach targets, including social media, web, radio, and print; coordinating stakeholder meetings, conferences, and forums; conducting market research; and disseminating information and engaging groups.

**SIN 541-1 / RC: Consulting Advertising Service.** Services provided under this SIN will promote public awareness of an agency's mission and initiatives, enable public understanding of complex technical and social issues, disseminate information to industry and consumer advocacy groups, and engage in recruitment campaigns. Services include, but are not limited to, the following components: advertising objective determination; message decision/creation; media selection; outdoor marketing and media services; broadcast media (Radio, TV and Public Service Announcements); direct mail services; media planning; media placement services; advertising evaluation; and related activities to advertising services

**SIN 541-2 / RC: Public Relations Services.** Services include, but are not limited to, providing customized media and public relation services such as the development of media messages and strategies; providing recommendations of media sources for placement of campaigns; and preparing media materials such as background material, press releases, speeches, presentations, and press kits. Other related services may fall under the following categories: executing media programs; conducting press conferences; scheduling broadcast and/or print interviews; press, public relations, and crisis communications; and media training such as training of agency personnel to deal with media and media responses, media alerts, and press clipping services.

**SIN 541-4A / RC: Market Research and Analysis.** Services include, but are not limited to, customizing strategic marketing plans; branding initiatives; creating public awareness of products, services, and issues; targeting market identification and analysis; establishing measurable marketing objectives; determining market trends and conditions; identifying and



implementing appropriate strategies; conducting focus groups; telemarketing, individual interviews, preparing/distributing surveys, and compiling/analyzing results; and establishing call centers (in relation to services provided under this schedule).

**SIN 541-5 / RC: Integrated Marketing Service.** Provide a complete solution that integrates various services found under the other SINs, including the creation of comprehensive solutions using strategically targeted marketing plans that include full service execution of media planning, and creative multimedia campaigns. These comprehensive solutions include advertising, public relations, web-based marketing, and specialized marketing services.

## **HUMAN RESOURCES & EQUAL EMPLOYMENT OPPORTUNITY SERVICES**

**SIN C595-21 / RC: Human Resource.** Services may include, but are not limited to, providing support in the functions of planning, recruitment and internal placement, position classification, personnel actions, training, employee relations, outplacement, function review/integration services and worker's compensation.

## **PROFESSIONAL ENGINEERING SERVICES (PES)**

The PES Schedule provides clients an efficient, streamlined, and cost-effective way to acquire a broad range of professional engineering services. It provides access to engineering services from Redhorse across the full life cycle of an engineering project in the areas of chemical, civil, electrical, and mechanical engineering and related sub-disciplines. Engineering services include planning, development, evaluation, design, process optimization, repair, control, and operation of equipment, systems, and processes. PES does not include architect-engineer services as defined in the Brooks Act and FAR Part 2, nor does it include design or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.

Redhorse offers expertise providing engineering services, including planning and evaluation of building systems and power generation technology, development and analysis of engineering requirements, design, engineering, and testing of building energy systems, project acquisition support, and project installation, commissioning, and measurement and verification. Redhorse's engineering services have resulted in the development of high-efficient solutions to our customers' system, facility, energy, and communication requirements.

**SIN 871-1 / RC: Strategic Planning for Technology Programs/Activities.** Services required under this SIN involve the definition and interpretation of high level organizational engineering performance requirements such as projects, systems, missions, etc., and the objectives and approaches to their achievement. Typical associated tasks include, but are not limited to, an analysis of mission, program goals and objectives, program evaluations, analysis of program effectiveness, requirements analysis, organizational performance assessment, special studies and analysis, training, and consulting.

**SIN 871-2 / RC: Concept Development and Requirements Analysis.** Services required under this SIN involve abstract or concept studies and analysis, requirements definition, preliminary planning, the evaluation of alternative technical approaches and associated costs for the



development of enhancement of high level general performance specifications of a system, project, mission, or activity. Typical associated tasks include, but are not limited to, requirements analysis, cost/cost performance trade-off analysis, feasibility analysis, developing and completing fire safety evaluation worksheets as they relate to professional engineering services, regulatory compliance support, technology/system conceptual designs, training, and consulting.

**SIN 871-3 / RC: System Design, Engineering, and Integration.** Services required under this SIN involve the translation of a system (or subsystem, program, project, activity) concept into a preliminary and detailed design (engineering plans and specifications), performing risk identification/analysis, mitigation, traceability, and then integrating the various components to produce a working prototype or model of the system. Typical associated tasks include, but are not limited to, computer-aided design, e.g. CADD, design studies and analysis, design review services, shop drawing review services, submittal review services, conducting fire protection facility surveys, developing risk reduction strategies and recommendations to mitigate identified risk conditions, fire modeling, performance-based design reviews, high level detailed specification and scope preparation, configuration, management, and document control, fabrication, assembly and simulation, modeling, training, and consulting.

**SIN 871-4 / RC: Test and Evaluation.** Services required under this SIN involve the application of various techniques demonstrating that a system (subsystem, program, project, or activity) performs in accordance with the objectives outlined in the original design. Typical associated tasks include, but are not limited to, testing of a prototype, first article(s) testing, environmental testing, performing inspections, and witnessing acceptance testing of fire protection and life safety systems as they relate to professional engineering services, independent verification and validation, reverse engineering, simulation and modeling (to test the feasibility of a concept), system, quality assurance, physical testing of the product system, training, and consulting.

**SIN 871-6 / RC: Acquisition and Life Cycle Management.** Services required under this SIN involve all of the planning, budget, contract, and systems/program management functions required to procure and/or produce, render operational, and provide life cycle support (maintenance, repair, supplies, and engineering specific logistics) to technology-based systems, activities, subsystems, projects, etc. Typical associated tasks include, but are not limited to, operation and maintenance, evaluation of inspection, testing, and maintenance program for fire protection and life safety systems, program/project management, technology transfer/insertion, training, and consulting.

**SIN 871-7 / RC: Construction Management.** Customer agencies shall utilize construction and project managers as its principal agent to advise on or manage the process over the project regardless of the project delivery method used. The Construction Manager assumes the position of professional adviser or extension of staff to the customer agency. The Construction Manager frequently helps the customer agency identify which delivery method is the best for the project. The construction management approach utilizes a firm (or team of firms) with construction, design, and management expertise to temporarily expand the customer agency's capabilities, so that they can successfully accomplish their program or project. The Construction Manager also provides expert advice in support of the customer agency's decisions in the implementation of the project.



**SIN 100-03 (formally 871-8) / RC: Ancillary Supplies and/or Services.** Ancillary supplies and/or services are for orders and blanket purchase agreements that complete work or a project that is solely associated with the supplies and/or services purchased under this schedule. This SIN EXCLUDES purchases that are exclusively for supplies and/or services already available under another schedule.

### **MISSION-ORIENTED BUSINESS INTEGRATED SERVICES (MOBIS)**

Redhorse offers a full range of management and consulting services that can improve a Federal agency's performance and their endeavor in meeting mission goals. We support client's efforts to improve performance, quality, timeliness, and efficiency of service through the use of specialized consulting and training services, surveys, competitive sourcing, and project management. These services facilitate agencies' response to dynamic, evolutionary influences and mandates, and enable them to continuously improve mission performance. Redhorse is helping agencies to meet business, compliance, and operational requirements, including quality management, business process reengineering, strategic and business planning, and benchmarking. We are also supporting strategic sourcing, ISO 9000 and ISO 14000 compliance, organizational assessments and evaluations, process improvements, performance measurement, change management, and training.

**SIN 874-1 / RC: Consulting Services.** Provide expert advice, assistance, guidance, or counseling in support of an agency's mission-oriented business functions. Services covered by this SIN are: Management or strategy consulting, program planning, audits, and evaluations, studies, analyses, scenarios, and reports relating to an agency's mission-oriented business programs or initiatives, such as defense studies, tabletop exercises, or scenario simulations, educational studies, regulatory or policy studies, health care studies, economic studies, and preparedness studies, executive/management coaching services, customized business training as needed to successfully perform/complete a consulting engagement, policy and regulation development assistance, expert witness services in support of litigation, claims, or other formal cases, advisory and assistance services in accordance with FAR 37.203. Financial audits are covered under GSA Schedule 520. Financial and Business Services are not allowed under this SIN. The term "consulting" as defined herein does not include staff augmentation.

**SIN 874-4 / RC: Training Services.** Services will be in support of planning, creating, and/or executing test administration, learning management, customized subject matter specific training and/or educational courses that are delivered via an instructor-led (i.e., traditional classroom setting or conference/seminar), and/or web-based (i.e., Internet/Intranet, software packages and computer applications) system. At minimum, proposed services in support of planning, creating, and/or executing a customized course(s) will include labor categories (i.e., Subject Matter Experts (SMEs), Program Managers, Project Managers, Research Assistant, Technical Specialist, etc.), subject matter(s), and methodology(ies) to be used. Acquisition training will be accomplished under SIN 874-8. Functional training covered under other schedules will not be accomplished under this SIN.

**SIN 100-03 (formally 874-5) / RC: Ancillary Supplies and Services.** Ancillary supplies and services are for orders and blanket purchase agreements that complete work or a project that is



solely associated with the supplies and/or services purchased under this schedule. The work performed under this SIN shall be associated with existing SIN(s) that are part of this schedule. Ancillary supplies and/or services shall not be the primary purpose of the work ordered, but be an integral part of the total solution offered. Ancillary supplies and/or services may only be ordered in conjunction with or in support of supplies or services purchased under another SIN(s) of the same schedule.

**SIN 874-6 / RC: Contract, Procurement, and Acquisition Support Services.** Provide professional support services to agencies in conducting Federal acquisition management activities. Services covered by this SIN are acquisition planning assistance, including market research and recommending procurement strategy; acquisition document development, including cost/price estimates, quality assurance surveillance plans, statements of work, synopses, solicitations, price negotiation memoranda, etc.; expert assistance in supporting proposal evaluations, including price/cost analysis or technical proposal analysis; contract administration support services, including assistance with reviewing contractor performance, developing contract modifications, and investigating reports of contract discrepancies; contract close-out assistance; Competitive Sourcing support, including OMB Circular A-76 studies, strategic sourcing studies, privatization studies, public-private partnerships, and Federal Activities Inventory Reform (FAIR) Act studies.

**SIN 874-7 / RC: Program and Project Management Services.** Provide services to assist agencies in planning, initiating, managing, executing, and closing out mission-oriented business programs and projects. Services included are project leadership and communications with stakeholders; project planning and scheduling; earned value management support; project management, including performance monitoring and measurement; reporting and documentation associated with project/program objectives; stakeholder briefings, participation in required meetings, and related project support services; program integration services; and project close-out services. All services must be provided and performed under the supervision/management of the contractor's Project Manager or Program Manager. Orders for services under this SIN without an accompanying Program/Project Manager labor category are prohibited.

## **C874 V – LOGISTICS WORLDWIDE (LOGWORLD)**

**SIN 874-501 / RC: Supply and Value Chain Management.** Services that include all phases of planning, acquisition and management of logistics systems. These services include, but are not limited to planning, acquisition, design, development, testing, production, fielding, management, operation, maintenance, sustainment, improvement, modification and disposal. Examples of the type of services that may be performed under this SIN include: Logistics consulting for planning for the acquisition and life cycle phases of supply and value chain systems including the following: defining and establishing program objectives, strategies, plans and schedules; develop milestone documentation; market research and acquisition planning; material requirements identification, planning, acquisition and management; develop specifications or performance based work statements and task estimates; develop, document and support maintenance procedures and technical manuals; configuration data management and related documentation; expansion and consolidation studies, field problem analysis and recommendation of corrective actions and system modernization; needs assessment/system assessment; inventory/asset/vendor



management; inventory management and operation (inclusive of salvage, recycle and/or disposal management); operation of warehouses, stockrooms, storage facilities or depots; Fulfillment systems and operations; platform management; Information logistics processing systems analysis design, and implementation; staging, shipping, receiving, packing, crating, moving and storage (excluding household goods); packaging, labeling, bar coding system consultation, design, implementation, operation and maintenance; design and installation of material handling systems; hazardous material storage and handling (Non-radioactive only); warehouse and location management systems; recycling program management of warehousing materials; preservation and protection of specialized inventory or documents; maintenance, repair and overhaul (MRO) support and/or support process management; aircraft repair and maintenance; ship repair and maintenance; property disposal management; logistics strategic planning services; logistics systems engineering services; logistics program management services and support; Unique Identification (UID)/Radio Frequency Identification (RFID) services; Program and project management; acquisition and life cycle management; spares modeling; supply chain integration planning; global integrated supply chain solutions planning and implementation. (Note, acquisition functions cannot be procured as stand-alone services).

**SIN 874-504 / RC: Deployment Logistics Services.** Typical tasks include contingency planning, identifying/utilizing regional or global resources, integrating public/private sector resources, inventory/property planning, movement, storage, end-to-end office and industrial relocation/expansion services, including project/asset/ construction management, space planning and project integration/implementation, pre-positioning assets, facilitating customs processing/accountability; and deploying communications and logistics systems to permit rapid deployment and management of supplies and equipment.

**SIN 100-03 (formally 874-506) / RC: Ancillary Supplies and/or Services.** Ancillary supplies and/or services are for orders and blanket purchase agreements that complete work or a project that is solely associated with the supplies and/or services purchased under this schedule. This SIN EXCLUDES purchases that are exclusively for supplies and/or services already available under another schedule.

**SIN 874-507 / RC: Operations & Maintenance Logistics Management and Support Services.** Planning, designing, managing, operating and maintaining reliable and efficient systems, equipment, facilities and logistics infrastructures to improve equipment and logistics performance, and reduce life cycle costs. Typical tasks include complete turnkey operations, maintenance and support services, base operations support (BOS), depot maintenance, preventative maintenance planning, fleet/property management and maintenance, mobile utility support equipment operation, maintenance and repair, strategic account/project management, integrated facility management and operations management support. Excluded from these services are construction, and the operation of computer centers (which is covered under the IT Schedule). Teaming with other GSA Schedule holders may be a viable method of acquisition, particularly considering satisfaction of small business goals (e.g., providing pest control, guard services, elevator maintenance, fire suppression support, beautification services, etc.).

**SIN 874 597 / RC: Ancillary Repair and Alterations.** Repair and Alterations ancillary to existing SINs under this Schedule. Ancillary Repair and Alterations projects are those (1) solely associated with the repair, alteration, delivery or installation of products or services also

purchased under this Schedule, and which are (2) routine and non-complex in nature, such as routine painting or carpeting, simple hanging of drywall, basic electrical or plumbing work, landscaping, and similar noncomplex services.

## **ENVIRONMENTAL SERVICES (ES)**

Redhorse offers expertise developing and supporting environmental management programs and understands the challenges our Federal customers face in meeting regulatory and policy requirements in an effective and efficient manner. Our experience includes supporting all aspects of the National Environmental Policy Act (NEPA), Resource Conservation and Recovery Act (RCRA), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), Clean Air Act (CAA), Clean Water Act (CWA), Federal Facilities Compliance Act (FFCA), Toxic Substances Control Act (TSCA), and Emergency Planning and Community Right-to-Know Act (EPCRA). This experience includes conducting investigations, preparing permits, developing compliance strategies, pollution prevention programs, environmental management systems, and training. We support customer needs across the full project life cycle — from conceptual and detailed planning through implementation, monitoring, and corrective action, if necessary.

**SIN 899-1 / RC: Environmental Consulting Services.** Under this SIN, only consulting services may be performed. The services include, but are not limited to, Planning and Documentation Services for the development, planning, facilitation, coordination, and documentation of and/or for environmental initiatives (or mandates such as Executive Order 13423) in areas of chemical, radiological, and/or hazardous materials; ISO 14001 Environmental Management System (EMS) and sustainable performance measure development; Environmental Assessment (EA) and Environmental Impact Statement (EIS) preparation under the National Environmental Policy Act (NEPA); endangered species, wetland, watershed, and other natural resource management plans; archeological and/or cultural resource management plans; environmental program and project management; environmental regulation development; economic, technical, and/or risk analysis; other environmentally related studies and/or consultations; Homeland Security solutions that include biochemical protection; crime prevention through environmental design surveys (CPTED); economical, technical, and/or risk analysis; identification and mitigation of threats inclusive of protective measures to mitigate the threats; and vulnerability assessments. Compliance services such as review, audit, and implementation/management of EMS, and other compliance and contingency plans and performance measures; permitting; spill prevention/control and countermeasure plans; pollution prevention surveys; and Community Right to-Know Act reporting. Advisory Services for ongoing advice and assistance with data and information in support of agency environmental programs involving areas such as hazardous material spills; Material safety data sheets (MSDS), biological/medical data sheets; information hotlines; poison control hotlines; regulations and environmental policy/procedure updates; management, furnishing, or inventory of MSDS. Waste management consulting services to provide guidance in support of waste-related data collection, feasibility studies and risk analyses; Resource Conservation and Recovery Act/Comprehensive Environmental Response Compensation and Liability Act (RCRA/CERCLA) site investigations; hazardous and/or non-hazardous exposure assessments; waste characterization and source reduction studies; review and recommendation of waste tracking or handling systems; waste



management plans and/or surveys; waste minimization/pollution prevention initiatives; and review of technologies and processes impacting waste management.

**SIN 899-3 / RC: Environmental Training Services.** This SIN is designed to aid agencies in training personnel in a variety of environmentally related subjects in order to meet Federal mandates and Executive Orders. Environmentally related training can be conducted on- or off-site using standard off-the-shelf, customized, or computer/web-based interactive courses. Examples of environmental training courses include air/blood borne pathogens; asbestos awareness; environmental management planning and operations and maintenance (O&M) planning; Asbestos Hazard Emergency Response Act (AHERA); compliance with environmental laws/regulations; CERCLA; confined space training; electronics management; emergency response plans; environmental audits, awareness, compliance, and management; fire preparedness training; first responder; hazardous materials and waste (HAZMAT) training to include compliance, operation, packaging, handling, generators, and incident response; Hazardous waste operations and emergency response (HAZWOPER) training inclusive of transportation, storage, and disposal; ISO 14001 Environmental Management Systems (EMS); lead training to include awareness, inspecting, assessing, rehabilitation, and renovation; mold (abatement, assessment); NEPA; natural habitat preservation; Occupational Safety and Health Administration (OSHA); pollution prevention; public fire safety education; RCRA; sustainable environmental practices; water conservation; and wetlands regulation and permitting.

**899-5 / RC: Materials and Waste Recycling and Disposal Services.** Services include, but are not limited to: HAZMAT disposal operations, and management, oversight and recycling of universal waste (e.g., electronic equipment, batteries, cell phones, cathode ray tubes (CRTs), and compact fluorescent light bulbs (CFLs)). This includes reuse assessments and inventory, destruction, inventory transfer and/or disposal after compliance with GSA Office of Personal Property Management requirements outlined in Federal Management Regulations 101-42, 102-36, and 102-37 (as applicable). Examples of types of material waste services include, but are not limited to: Solid waste, industrial waste, mining waste, and oilfield waste (e.g., drill cuttings); Liquid waste (e.g., wastewater containing less than 1% solids); Excess inventory; Surplus inventory; Non-hazardous materials that pose no immediate threat to human health and the environment, excluding household waste (e.g., routine refuse collection and disposal); Hazardous materials and/or those that contain leachable toxic components; Plastics such as acrylic, nylon, high-density polyethylene (HDPE) and low-density polyethylene (LDPE); Confiscated materials; and Construction debris such as asphalt, drywall and/or metal. Note: Services offered under this SIN shall NOT include any association with construction services and/or the transportation and/or disposal of Special Waste such as radioactive and medical waste, and/or the disposal of discarded, unwanted material (e.g., office paper, newspaper, food waste, and beverage containers, cardboard and packing materials). NOTE: Some of the services available are in compliance with Executive Order (EO) 13693. Where applicable, services under this SIN must assist agencies in meeting waste reduction and recycling initiatives as set forth by statutes and Executive Orders.

**SIN 899-7 / RC: Geographic Information Systems (GIS).** Provides GIS services in support of environmental programs. Services include, but are not limited to, creation/enforcement of environmental legislation; cultural resource GIS (CRGIS); environmental cost assessment; environmental impact analyses; environmental regulatory compliance; groundwater monitoring;



growth forecast modeling; habitat conservation plans; habitat modeling; image analysis support for emergency response; mapping, cartography, and mashups (e.g., combining data from more than one source into a single integrated tool); migration pattern analysis; natural resource planning; remote sensing for environmental studies; terrestrial, marine, and/or atmospheric measuring/management; vegetation mapping; and watershed characterization for mitigation planning.

**SIN 899-8 / RC: Remediation and Reclamation Services.** Remediation services include, but are not limited to, excavation, removal, and disposal of hazardous waste; site preparation, characterization, field investigation, conservation, and closures; wetland restoration; Emergency response cleanup (ERC); underground storage tank/above-ground storage tank (UST/AST) removal; air monitoring; soil vapor extraction; stabilization/solidification, bio-venting, carbon absorption, reactive walls, containment, monitoring and/or reduction of hazardous waste sites, as well as unexploded ordnance removal; remediation-related laboratory testing (e.g., biological, chemical, physical, pollution, and soil testing). Reclamation services include, but are not limited to, land (e.g., creating new land from sea or riverbeds and/or restoring areas to a more natural state, such as after pollution, desertification, or salination have made it unusable); and water and refrigerant reclamation.

**SIN 100-03 (formally 899-10) / RC: Ancillary Supplies and/or Services.** Ancillary supplies and/or services are for orders and blanket purchase agreements that complete work or a project that is solely associated with the supplies and/or services purchased under this schedule. This SIN EXCLUDES purchases that are exclusively for supplies and/or services already available under another schedule.

<b>APPENDIX A – REDHORSE LABOR RATES</b>					
<b>OPTION 1 Labor Category</b>	<b>Year 6 01/01/2015 12/31/2015</b>	<b>Year 7 01/01/2016 12/31/2016</b>	<b>Year 8 01/01/2017 12/31/2017</b>	<b>Year 9 01/01/2018 12/31/2018</b>	<b>Year 10 01/01/2019 12/31/2019</b>
Senior Principal	\$212.81	\$219.19	\$225.77	\$232.54	\$239.52
Principal	\$197.74	\$203.67	\$209.78	\$216.08	\$222.56
Program Manager	\$184.27	\$189.80	\$195.49	\$201.36	\$207.40
Business Manager	\$113.38	\$116.78	\$120.28	\$123.89	\$127.61
Senior Project Manager	\$172.94	\$178.13	\$183.47	\$188.98	\$194.65
Project Manager	\$130.51	\$134.43	\$138.46	\$142.61	\$146.89
Field Lead	\$105.30	\$108.46	\$111.71	\$115.06	\$118.52
Project Coordinator	\$76.14	\$78.42	\$80.78	\$83.20	\$85.70
Functional Specialist III	\$387.77	\$399.40	\$411.39	\$423.73	\$436.44
Functional Specialist II	\$354.55	\$365.19	\$376.14	\$387.43	\$399.05
Functional Specialist I	\$321.31	\$330.95	\$340.88	\$351.10	\$361.64
Subject Matter Expert V	\$307.94	\$317.18	\$326.69	\$336.49	\$346.59
Subject Matter Expert IV	\$273.74	\$281.95	\$290.41	\$299.12	\$308.10
Subject Matter Expert III	\$255.47	\$263.13	\$271.03	\$279.16	\$287.53
Subject Matter Expert II	\$232.25	\$239.22	\$246.39	\$253.79	\$261.40
Subject Matter Expert I	\$209.04	\$215.31	\$221.77	\$228.42	\$235.28
Senior Scientist	\$132.34	\$136.31	\$140.40	\$144.61	\$148.95
Scientist	\$119.64	\$123.23	\$126.93	\$130.73	\$134.66
Junior Scientist	\$75.29	\$77.55	\$79.88	\$82.27	\$84.74
Senior Air Quality Specialist	\$146.45	\$150.84	\$155.37	\$160.03	\$164.83
Air Quality Specialist	\$114.20	\$117.63	\$121.15	\$124.79	\$128.53
Junior Air Quality Specialist	\$103.32	\$106.42	\$109.61	\$112.90	\$116.29
Energy and Climate Team Lead	\$200.04	\$206.04	\$212.22	\$218.59	\$225.15
Climate Change Specialist	\$157.80	\$162.53	\$167.41	\$172.43	\$177.61
Managing Energy Consultant	\$171.37	\$176.51	\$181.81	\$187.26	\$192.88
Senior Energy Consultant	\$129.08	\$132.95	\$136.94	\$141.05	\$145.28
Energy Consultant	\$106.48	\$109.67	\$112.96	\$116.35	\$119.84
Junior Energy Consultant	\$87.00	\$89.61	\$92.30	\$95.07	\$97.92
Resource Manager IV	\$161.35	\$166.19	\$171.18	\$176.31	\$181.60
Resource Manager III	\$124.23	\$127.96	\$131.80	\$135.75	\$139.82
Resource Manager II	\$92.28	\$95.05	\$97.90	\$100.84	\$103.86
Resource Manager I	\$65.91	\$67.89	\$69.92	\$72.02	\$74.18
Engineer IV	\$201.68	\$207.73	\$213.96	\$220.38	\$226.99
Engineer III	\$137.13	\$141.24	\$145.48	\$149.85	\$154.34
Engineer II	\$105.46	\$108.62	\$111.88	\$115.24	\$118.70
Engineer I	\$79.10	\$81.47	\$83.92	\$86.43	\$89.03
Senior Systems Engineer	\$184.27	\$189.80	\$195.49	\$201.36	\$207.40
Senior Network Engineer	\$172.57	\$177.75	\$183.08	\$188.57	\$194.23
Application Developer	\$120.61	\$124.23	\$127.96	\$131.79	\$135.75



<b>OPTION 1 Labor Category</b>	<b>Year 6 01/01/2015 12/31/2015</b>	<b>Year 7 01/01/2016 12/31/2016</b>	<b>Year 8 01/01/2017 12/31/2017</b>	<b>Year 9 01/01/2018 12/31/2018</b>	<b>Year 10 01/01/2019 12/31/2019</b>
Analyst IV	\$154.75	\$159.39	\$164.17	\$169.10	\$174.17
Analyst III	\$142.15	\$146.41	\$150.81	\$155.33	\$159.99
Analyst II	\$110.56	\$113.88	\$117.29	\$120.81	\$124.44
Analyst I	\$88.45	\$91.10	\$93.84	\$96.65	\$99.55
Auditor III	\$131.62	\$135.57	\$139.64	\$143.82	\$148.14
Auditor II	\$94.77	\$97.61	\$100.54	\$103.56	\$106.66
Auditor I	\$73.72	\$75.93	\$78.21	\$80.56	\$82.97
Security Specialist IV	\$153.32	\$157.92	\$162.66	\$167.54	\$172.56
Security Specialist III	\$118.52	\$122.08	\$125.74	\$129.51	\$133.40
Security Specialist II	\$90.87	\$93.60	\$96.40	\$99.30	\$102.27
Security Specialist I	\$51.36	\$52.90	\$54.49	\$56.12	\$57.81
Executive Administrative Assistant III	\$120.38	\$123.99	\$127.71	\$131.54	\$135.49
Executive Administrative Assistant II	\$102.19	\$105.26	\$108.41	\$111.67	\$115.02
Executive Administrative Assistant I	\$93.09	\$95.88	\$98.76	\$101.72	\$104.77
Senior Logistics Management Specialist	\$140.72	\$144.94	\$149.29	\$153.77	\$158.38
Logistics Management Specialist	\$103.93	\$107.05	\$110.26	\$113.57	\$116.97
Logistics Specialist	\$81.12	\$83.55	\$86.06	\$88.64	\$91.30
Logistics Operations Specialist	\$56.06	\$57.74	\$59.47	\$61.26	\$63.10
Technical Editor/Writer II	\$86.03	\$88.61	\$91.27	\$94.01	\$96.83
Technical Editor/Writer	\$72.60	\$74.78	\$77.02	\$79.33	\$81.71
Administrative Support III**	\$70.54	\$72.66	\$74.84	\$77.08	\$79.39
Administrative Support II**	\$63.18	\$65.08	\$67.03	\$69.04	\$71.11
Administrative Support**	\$52.74	\$54.32	\$55.95	\$57.63	\$59.36
Technician III**	\$75.13	\$77.38	\$79.71	\$82.10	\$84.56
Technician II**	\$63.91	\$65.83	\$67.80	\$69.84	\$71.93
Network Technician**	\$49.71	\$51.58	\$53.12	\$54.72	\$56.36
GIS/CAD Specialist II	\$101.98	\$105.04	\$108.19	\$111.44	\$114.78

Notes: \*\* Indicates Service Contract Act (SCA) eligible categories

<b>Service Contract Act Matrix</b>		
<b>SCA Eligible Contract Labor Category</b>	<b>SCA Equivalent Code – Title</b>	<b>WD Number</b>
Administrative Support III	01020 – Administrative Assistant	05-2057
Administrative Support II	01313 – Secretary III	05-2057
Administrative Support	01013 – Accounting Clerk III	05-2057
Technician III	30083 – Engineering Technician III	05-2057
Technician II	30082 – Engineering Technician II	05-2057
Network Technician	30081 – Engineering Technician I	05-2057

The SCA is applicable to this contract and includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the matrix. The prices offered are based on the preponderance of where work is performed and should work be performed in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.



## APPENDIX B – REDHORSE PRODUCT PRICING AND DESCRIPTIONS

Product	Brand Name	Price (Per Building for 12-Months)
Guiding Principles Compliance, LEED-EB Certification, or LEED-CI Certification Tools	ZIA for Buildings Facility Management Tools	\$5,742.00

**ZIA for Buildings Facility Management Tools** are web-based document management tools to help buildings more efficiently achieve Guiding Principle compliance, LEED-Existing Building (EB) certification or LEED-Commercial Interiors (CI) certification. These Software as a Service (SaaS) web-based applications are hosted on a FedRAMP Compliant Cloud Service Provider. The tools allow user to collect, manage, and store building operational and performance documentation, including green cleaning, high performance building operations, indoor air quality, water management, purchasing, waste management, and construction. The tools monitor and track more than 20 sustainability metrics and provide a single platform to easily track tasks and identify requirements and due dates.

## APPENDIX C – REDHORSE LABOR CATEGORY DESCRIPTIONS

**Senior Principal** – Senior corporate manager responsible for the management, direction, and operation of major aspects of the business. Provides executive-level expert guidance and direction to single or multiple program areas. Manages complex organizations and teams by integrating skills into client-focused, results-oriented consulting solutions. Integrates technical requirements and solutions into business process reengineering requirements and translates concepts into operational improvements and systems. Requires a bachelor’s degree in a related field and 18 or more years of professional experience in a related field, or a master’s degree in a related field and 16 or more years of professional experience in a related field, or a Ph.D. degree in a related field and 14 or more years of experience in a related field.

**Principal** – Corporate manager responsible for analyzing, planning, directing, and coordinating activities of designated projects and organizations within the business. Ensures that goals and objectives of those projects and organizations are accomplished within prescribed time frames and budgets. Provides management, organizational, and energy improvement services that include energy planning and strategies, energy choice analysis, risk management, metering services, billing and management oversight, and preparing agency statement of work. Requires a bachelor’s degree in a related field and 16 or more years of professional experience in a related field, or a master’s degree in a related field and 14 or more years of professional experience in a related field, or a Ph.D. degree in a related field and 10 or more years of experience in a related field.

**Program Manager** – Directs programs to meet customer mission requirements. Provides overall management of budget and ensures projects and programs are executed within contract parameters. Serves as the customer’s primary point of contact. Maintains full authority and responsibility for contract and financial management, resource commitment, staffing, and client satisfaction. Ensures correct resources and technical approaches are applied. Oversees the QA



program established for the contract. Ensures effective communication between and among the contract management team and the customer. Proactively identifies and resolves issues and problems. Requires a bachelor's degree in a related field and 16 or more years of professional experience in business, information technology, engineering, science, or a related field.

**Business Manager** – Manages financial systems and oversees administrative contractual requirements. Tracks budgets for multiple projects and communicates frequently internally and externally with the senior principal and principal, and externally with the client regarding adherence to budgets and contract terms and conditions. Provides financial forecasts and reviews past performance with the client regarding funding. Also responsible for all procurement and subcontract management on a project. Requires a bachelor's degree in business, accounting, or a related field, and 5 years of experience with financial management.

**Senior Project Manager** – Directs complex projects requiring integration of refined engineering techniques with the outputs of other disciplines, such as environmental, engineering, energy, and law. Provides management, organizational, and environmental services that include planning and strategies, consulting and analysis, compliance and risk management, and management oversight. Requires a bachelor's degree in a related field and 14 or more years of professional experience in a related field, or a master's degree in a related field and 12 or more years of professional experience in environmental, planning, sustainability, or a related field.

**Project Manager** – Directs the performance of a variety of related projects and implements project management. Responsible for ensuring high quality products and services that are delivered according to the agreed schedule and budget of the applicable task/delivery order. Also provides overall management of budget and ensures projects and subcontracting plans are operated within the parameters of the contract. Requires a bachelor's degree in a related field or equivalent and a minimum of 10 years of experience in environmental, planning, sustainability, or a related field.

**Field Lead** – Performs field inspections, quality control, data collection, and oversight of construction, audits, and other field activities. Reviews project requirements and plans and implements field activities to meet project requirements. Checks compliance to specifications, standards, and construction practices. Collects field samples, installs data collection systems, collects and analyzes data, and documents field and data collection activities. Requires a bachelor's degree in a related field such as business, engineering, science, or information systems, and 8 years of related experience.

**Project Coordinator** – Manages project schedules and budgets and oversees administrative contractual requirements. Tracks deliverables and reporting requirements for multiple projects and communicates frequently with project managers regarding budgets, schedules, and contract terms and conditions. Also responsible for all invoice backup preparation and procurement and subcontract management on a project. Requires a bachelor's degree in business, accounting, or a related field, and 5 years of experience with project coordination or management.

**Functional Specialist III** – Recognized industry expert with in-depth understanding of key issues and trends. Provides thought leadership to senior key stakeholders and acts in consultative



and/or advisory capacity and possesses the ability to mediate and resolve high level conflicts. Oversees major functions, disciplines, or segments of a program/project relating to resources and facilities management and planning, network architecture and design, database planning and design, systems analysis, engineering, network services, conversion and implementation support, project management, data/records management, and other business, engineering, and information technology related services. Responsibilities may include long-range planning and full responsibility for all aspects of program/project performance. Utilizes functional area expertise gained through direct industry experience to assess the operational and functional baseline of an organization and its critical components. Works with senior managers and executives to provide industry vision and strategic direction with regard to their enterprise. Guides the determination of information technology inadequacies and/or deficiencies that affect the functional area's ability to support/meet organizational goals. Generates functional area strategies for enhanced IT operations in a cross-functional area mode throughout the organization. Participates in account strategy sessions, strategic assessments and design reviews to validate enterprise approach and associated work products. Coordinates resolution of highly complex problems, organizational dynamics and tasks, possesses ability to meet and operate under deadlines. Requires a master's degree in a related field such as computer science/systems, information systems/technology, engineering/engineering technology, software engineering/programming, management, natural sciences, social sciences, mathematics, or business/finance, and 16 years of related experience.

**Functional Specialist II** – Manages major functions, disciplines, or segments of a program/project relating to resources and facilities management and planning, network architecture and design, database planning and design, systems analysis, engineering, network services, conversion and implementation support, project management, data/records management, and other business, engineering, and information technology related services. Responsibilities may include long-range planning and full responsibility for all aspects of program/project performance. Recognized for strong expertise in industry issues and trends. Utilizes functional area expertise gained through direct industry experience to assess the operational and functional baseline of an organization and its critical components. Works with senior managers and executives to provide industry vision and strategic direction with regard to their enterprise. Guides the determination of information technology inadequacies and/or deficiencies that affect the functional area's ability to support/meet organizational goals. Generates functional area strategies for enhanced IT operations in a cross-functional area mode throughout the organization. Participates in account strategy sessions, strategic assessments and design reviews to validate enterprise approach and associated work products. Provides guidance and direction to other professionals, acts in a consulting and/or advisory capacity; coordinates resolution of highly complex problems, organizational dynamics and tasks, possesses ability to meet and operate under deadlines. Requires a master's degree in a related field such as computer science/systems, information systems/technology, engineering/engineering technology, software engineering/programming, management, natural sciences, social sciences, mathematics, or business/finance, and 14 years of related experience.

**Functional Specialist I** – Supports major functions, disciplines, or segments of a program/project relating to resources and facilities management and planning, network architecture and design, database planning and design, systems analysis, engineering, network

services, conversion and implementation support, project management, data/records management, and other business, engineering, and information technology related services. Responsibilities may include long-range planning and full responsibility for all aspects of program/project performance. Recognized for strong expertise in industry issues and trends. Utilizes functional area expertise gained through direct industry experience to assess the operational and functional baseline of an organization and its organizational components. Works with senior managers and executives to provide industry vision and strategic direction with regard to their enterprise. Guides the determination of information technology inadequacies and/or deficiencies that affect the functional area's ability to support/meet organizational goals. Generates functional area strategies for enhanced IT operations in a cross-functional area mode throughout the organization. Participates in account strategy sessions, strategic assessments and design reviews to validate enterprise approach and associated work products. Provides guidance and direction to other professionals, acts in a consulting and/or advisory capacity; coordinates resolution of highly complex problems, organizational dynamics and tasks, possesses ability to meet and operate under deadlines. Requires a master's degree in a related field such as computer science/systems, information systems/technology, engineering/engineering technology, software engineering/programming, management, natural sciences, social sciences, mathematics, or business/finance, and 10 years of related experience.

**Subject Matter Expert V** – Highly experienced senior leader with wisdom and vision, who is capable of driving strategic thinking from an organizational-wide perspective. Proven ability to build organizations from scratch and to motivate and inspire other leaders in standing up and rapidly scaling nationwide or multinational mobile network operators (MNOs) or similar organizations. Capable and experienced in supporting MNOs or similar organizations in the following: defining company vision, strategy, goals and start-up milestones; managing multiple projects and provide mentoring and guidance to officers, senior leaders, managers and project managers; providing subject matter expertise in multiple wireless network or MNO functional and business areas; developing overall goals, objectives, deliverables and schedules for multiple projects and the administrative, financial and time arrangements to define, launch and sustain the projects; ensuring effective and creative idea generation across functions and among team leaders; analyzing market research results, and developing insights and integrating individual work streams into a single, cohesive report with company/client-specific actionable recommendations; performing major initiatives and project quality reviews and driving continuous improvement efforts, and planning and facilitating significant meetings with company or client executives. Requires senior leadership experience in advising on multiple technical, operational, or business issues; delivering improvements and cost savings; recruiting, developing and managing teams; developing consensus; delivering value to customers; and should be knowledgeable and skilled in wireless telecommunication technology/business processes; developing business/technology strategy capabilities; marketing, finance and general business acumen; Project/Program management; Leadership/Management; Team building; and have excellent written, verbal and large group presentation skills. Requires a master's degree in a related field such as computer science, business, engineering, or information systems, and 20 years of related experience.

**Subject Matter Expert IV** – Recognized expert in their field (technical or business) who is capable of strategic thinking and thought leadership in that field. Proven ability in leading one or more functional areas within a mobile network operator (MNO) or similar organizations in their

field of expertise. Capable and experienced in supporting MNOs or similar organizations in the following: managing functional and cross-functional teams by developing work plans and managing project execution timelines; as an independent expert, complete sections of significant wireless telecommunication network plans, covering a variety of subject areas including specific technologies and products, markets and market trends, competitor analysis, financial impact, etc.; being a project point person both internally and externally; leading thinking and structure for a project; conducting primary research including market surveys of vendors and users as well as secondary research; analyzing findings, developing insights and integrating individual work streams into a single, cohesive plan with specific actionable recommendations and deliverables; supporting development of work plan estimates and resource/staff plans; planning and facilitating meetings with company or client project management; identifying company's/client's requirements, environment and culture, through insightful questions in order to develop appropriate recommendations that can be implemented.

Requires senior leadership experience in advising on technical, operational, or business issues; managing/supporting business/technology projects; gathering, compiling and analyzing data; surveying and statistical analysis; developing consensus; and should be knowledgeable and skilled in project management; wireless telecommunication area of expertise; understanding of marketing, finance and general business acumen; ability to analyze problems; and have excellent written, verbal and presentation skills. Requires a master's degree in a related field such as computer science, business, engineering, or information systems, and 16 years of related experience.

**Subject Matter Expert III** – Provides technical, managerial, and administrative direction for problem definition, analysis, requirements development, and implementation for complex to extremely complex systems in the subject matter area. Makes recommendations and advises on organization-wide system improvements, optimization or maintenance efforts in the following specialties: information systems architecture; networking; telecommunications; automation; communications protocols; risk management/electronic analysis; software; lifecycle management; software development methodologies; and modeling and simulation. Requires a bachelor's degree in a related field such as computer science, business, engineering, or information systems, and 20 years of related experience.

**Subject Matter Expert II** – Defines the problems and analyzes and develops plans and requirements in the subject matter area for moderately-complex to complex systems. Coordinates and manages the preparation of analysis, evaluations, and recommendations for proper implementation of programs and systems specifications in the following specialties: information systems architecture, networking, telecommunications, automation, communications protocols, risk management/electronic analysis, software, lifecycle management, software development methodologies, and modeling and simulation. Requires a bachelor's degree in a related field such as computer science, business, engineering, or information systems, and 16 years of related experience.

**Subject Matter Expert I** – Develops requirements from a project's inception to its conclusion in the subject matter area for simple to moderately complex systems. Assists other senior consultants with analysis and evaluation and with the preparation of recommendations for system



improvements, optimization, development, and/or maintenance efforts in the following specialties: information systems architecture, networking, telecommunications, automation, communications protocols, risk management/electronic analysis, software, lifecycle management, software development methodologies, and modeling and simulation. Requires a bachelor's degree in a related field such as computer science, business, engineering, or information systems, and 12 years of related experience or a master's degree and 10 years of professional experience.

**Senior Scientist** – Principal investigator or manager responsible for analyzing, planning, directing, and coordinating activities of designated projects and organizations within the business. Ensures that goals and objectives of those projects and organizations are accomplished within prescribed time frames and budgets. Directs complex projects requiring integration of refined scientific techniques with the outputs of other disciplines, such as engineering, energy, and law. Develops and refines new scientific techniques to improve quality. Establishes performance and technical standards. Requires a bachelor's degree in a technical discipline and 16 or more years of professional experience in a related field, or a master's degree in a technical discipline and 14 or more years of professional experience.

**Scientist** – Conducts scientific analysis, field testing, and the preparation of analytical documents and oversees scientific work of less experienced personnel. Provides technical support for environmental management, compliance, geographic information system, and reclamation and investigation program support. Requires a bachelor's degree and 10 years of experience. Advanced degree is desirable.

**Junior Scientist** – Assists in providing technical consulting to managers and supervisors for environmental management, compliance, geographic information system, and reclamation and investigation program support. Assists in the analysis of programmatic, organizational, and operational requirements, and assessment of needs. Provides research and analytical support during strategic planning, auditing, investigation, and preparation of documents. Requires a bachelor's degree and 3 years of experience. Advanced degree is desirable.

**Senior Air Quality Specialist** – Directs complex projects requiring integration of complex legal/regulatory issues with the outputs of other disciplines, such as environmental science and engineering. Develops and refines new techniques to improve quality of regulatory/policy descriptions or performance assessments. Establishes performance and technical standards for regulatory/policy analysis. Requires a bachelor's degree in meteorology, engineering, environmental, or a related field, and 16 years of experience.

**Air Quality Specialist** – Conducts analyses of more complex regulations, policies, past analyses, and new analytical tools pertaining to a given problem requiring resolution. Assumes a lead role in defining the scope of the analysis to be conducted, including relevant laws, regulations, issues, and options. Directs the collection and integration of information and prepares the approach to be used in conducting the analyses. Requires a bachelor's degree in meteorology, engineering, environmental, or a related field, and 10 years of experience.

**Junior Air Quality Specialist** – Conducts analyses of regulations, policies, past analyses, and new analytical tools pertaining to a given problem requiring resolution. Assists in defining the scope of the analysis to be conducted, including relevant laws, regulations, issues, and options. Integrates information gathered from the literature under the direction of more experienced air specialists, scientists, and engineers. Requires a bachelor's degree in meteorology, engineering, environmental, or a related field, and 3 years of experience.

**Energy and Climate Team Lead** – Serves as a senior leader or technical expert to support the development and implementation of energy management, renewable energy, carbon management, greenhouse gas emissions reductions, and sustainability programs, projects, and initiatives. Conducts client interaction, project scheduling, management, and execution of climate change-related projects, document preparation, and overall staff management and development. Provides regulatory and policy support; develops climate change mitigation and adaptation strategies and plans, advises on technology to reduce GHG emissions and costs; and helps clients to create value from their carbon resources through trading, new products, and corporate responsibility. Requires a bachelor's degree in a related field and 14 or more years of professional experience in energy, environmental, planning, sustainability, or a related field.

**Climate Change Specialist** – Responsible for leading technical efforts and support with project management tasks in the area of greenhouse gas emissions inventory and management, climate change adaptation and mitigation, carbon management accounting and trading, and regulations and policy. Provides technical analysis, inventory review prior to verification, site inspection, auditing, and independent, third party verification in accordance with CARB and ISO 14064. Develops detailed emissions inventories for stationary, mobile, and area sources. Conducts facility assessments, field audits, and detailed technical and economic analysis to assess equipment replacement alternatives, process optimization, fuel switching, on-site generation, emission control strategies, and best management practices to reduce GHG emissions. Delivers education and training to customers on climate policy, regulations, and markets to develop strategies to reduce the impact of current and pending climate change legislation on operations. Requires a bachelor's degree in a related field such as engineering, science, or meteorology, and 14 years of related experience.

**Managing Energy Consultant** – Directs energy and carbon management programs, projects, and management systems in support of agency compliance with policy and statutory requirements. Assists agencies in developing, executing, and reporting their energy implementation plan activities. Is responsible for technology development and resource allocation for a broad project base. Provides overall management of budget and ensures projects and programs are executed within contract parameters. Provides advice and assistance to agency energy program managers in support of agency-wide energy management programs. Requires a bachelor's degree in a related field and 12 or more years of professional experience in a related field, or a master's degree in a related field and 10 or more years of professional experience with energy program development and management.

**Senior Energy Consultant** – Assists agencies and installations in developing, executing, and reporting their energy and carbon implementation plan activities. Develops energy plans and strategies, supports energy choice analyses, and provides risk management services. Provides

energy metering and data management services, manages and analyzes utility billings, and helps improve customer bill processing systems. Assists agencies in preparing statements of work for energy management projects, provides measurement and verification services, and helps customer agencies take advantage of rebate programs, alternative financing and utility-provided energy efficiency programs. Requires a bachelor's degree or equivalent, and a minimum of 8 years of experience in energy program development and management.

**Energy Consultant** – Directs or assists in energy and carbon management programs, projects, and management systems. Helps develop energy programs, plans, and projects in support of agency and installation energy management programs. Supports customers in evaluating energy choices, including technical and economic analyses of alternatives. Provides risk management services to minimize the impact of price uncertainties. Assists customers in carrying out statutory programs, managing energy data collection and reporting systems, and preparing reports. Requires a bachelor's degree or equivalent, and a minimum of 5 years of experience in energy program development and management.

**Junior Energy Consultant** – Assists in providing technical consulting to managers and supervisors for energy and carbon management and auditing program support. Assists in the analysis of programmatic, organizational, and operational requirements, and assessment of needs. Provides research and analytical support during strategic planning, auditing, choice analysis, and life cycle cost analysis. Requires a bachelor's degree or equivalent, and 3 years of experience in a related technical field.

**Resource Manager IV** – Directs a full range of energy management and resource conservation services including identifying potential energy projects, programs, and initiatives; supporting project implementation; conducting energy training; developing and sustaining an effective energy awareness program; supporting demand reduction programs; and coordinating grants and incentives for eligible energy conservation projects. Requires a bachelor's degree or equivalent, and a minimum of 12 years of experience in energy, facility, or systems management.

**Resource Manager III** – Manages the reduction in energy, solid waste, water, and sewer costs. Identifies and implements cost saving initiatives in energy, water, and resource conservation. Develops energy, water, and resource conservation projects to reduce costs. Evaluates the technical and economic feasibility of energy and resource conservation projects. Supports energy and resource conservation awareness programs. Helps establish strong energy and resource conservation policies within the organization. Is a technical resource for occupants, building monitors, operations, and maintenance staff, and other stakeholders. Requires a bachelor's degree or equivalent, and a minimum of 8 years of experience in energy, facility, or systems management.

**Resource Manager II** – Helps facilitate the reduction in energy, solid waste, water, and sewer costs. Helps establish highly visible energy and resource conservation programs through awareness campaigns. Provides strong educational support to all occupants at a facility. Reviews the economic and technical feasibility of energy conservation projects, provides project management and coordination for development and implementation of energy conservation projects, including Utility Energy Service Contract (UESC) and Energy Service Performance

Contract (ESPC) projects. Supervises field investigations. Requires a bachelor's degree or equivalent, and a minimum of 6 years of experience in energy, facility, or systems management.

**Resource Manager I** – Provides assistance to identify and implement cost saving initiatives in energy, water, and resource conservation. Develops energy, water, and resource conservation projects to reduce costs. Evaluates technical and economic feasibility of energy and resource conservation projects. Supports energy and resource conservation awareness programs and conducts field investigations. Requires a bachelor's degree or equivalent, and a minimum of 2 years of experience in energy, facility, or systems management.

**Engineer IV** – Plans and directs complex projects requiring the integration of refined engineering techniques with the outputs of other disciplines. Establishes performance and technical standards. Performs complex design and analysis tasks, including the design of complex systems. Requires a bachelor's degree or equivalent in a technical discipline and 16 or more years of experience, or a master's degree and 14 years of professional experience. Depending on the requirements of a specific project, may also be required to hold a registration as a Professional Engineer.

**Engineer III** – Devises tests to evaluate and check systems. Performs and documents the results of complex analyses and design tasks. May design complex systems and act as a project manager. Requires a bachelor's degree or equivalent in a technical discipline, and 10 or more years of experience. Depending on the requirements of a specific project, may also be required to hold a registration as a Professional Engineer.

**Engineer II** – Performs analysis and design tasks. Also prepares specifications and assists in the development of performance and technical standards. Requires a bachelor's degree or equivalent, and 6 years of experience. Depending on the requirements of a specific project, may also be required to hold a registration as a Professional Engineer.

**Engineer I** – Provides basic technical assistance in engineering under the supervision of more experienced personnel. Requires a bachelor's degree or equivalent, and 2 years of experience.

**Senior Systems Engineer** – Oversees plans for automated data processing systems from project inception to conclusion. Analyzes user needs to determine requirements and conducts feasibility studies. Identifies resources required for each task. May supervise a large support staff and/or serve as liaison to client staff. Provides strategic guidance to other technical staff in areas such as specifications, architectures, and information system design. Researches developments in field of expertise and applies them to the client environment, including emerging technologies, lessons learned, best practices, and assessment methodologies. Interfaces with client personnel at all organizational levels. Develops white papers and system documentation. Converts functional specifications to technical specifications. Works independently without direct supervision. Requires a bachelor's degree in a related field such as computer science, business, engineering, or information systems, and 8 years of related experience.

**Senior Network Engineer** – Provides technical and administrative direction for personnel responsible for network design, implementation, and operations tasks, including the review of

work products for correctness, adherence to the design concept, and to user standards and progress in accordance with schedules. Makes recommendations, if needed, for approval of major network installations. Prepares milestone status reports and deliveries/presentations on network progress to colleagues, subordinates, and end-user representatives. Provides daily supervision and direction to support staff for the analysis and design of voice networks, LAN and WAN data networks, wireless networks, and/or network management systems to support voice and data services. Provides technical analysis engineering and direction of RF (radio frequency) information system development and testing. Defines requirements, technical guidance and direction, system testing, and appraising and presenting solutions. Requires a bachelor's degree in a related field such as computer science, business, engineering, or information systems, and 10 years of related experience.

**Application Developer** – Analyzes user needs to determine requirements and conducts feasibility studies. Identifies resources required for each task. May supervise a small support staff and/or serve as liaison to client staff. Researches developments in field of expertise and applies them to the client environment, including emerging technologies, lessons learned, best practices, and assessment methodologies. Interfaces with client personnel at all organizational levels. Develops white papers and system documentation. Converts functional specifications to technical specifications. Works independently without direct supervision. Requires a bachelor's degree in a related field such as computer science, business, engineering, or information systems, and 5 years of related experience.

**Analyst IV** – Directs management analysis processes, statistical methods, and advanced technical and analytical research techniques to develop security solutions and strategies based on client requirements with a law enforcement, professional security, or emergency preparedness services-based scope. Leads the analyses of operational activities to obtain a quantitative basis for decision making and resource allocation. Employs process improvements and reengineering methodologies and principles for modernization of systems and projects. Oversees the development of project plans to achieve performance-based objectives, enhancing implementation, systems, and service. Provides integral support in research and development, organizational and vulnerability assessments, intelligence and threat analysis, mission requirements determination, policy and procedures development, concept definition design, testing, integration verification and validation, documentation, implementation, and operations and maintenance. Requires a bachelor's degree in computer science, engineering, information systems, security management, or a related field, and 16 years of professional work experience or a master's degree and 14 years of professional experience.

**Analyst III** – Manages the analysis of processes, statistical methods, and advanced technical and analytical research techniques to develop solutions and strategies based on client compliance, security, and business requirements. Analyzes operational activities to obtain a quantitative basis for decision-making and resource allocation. Conducts process improvements and reengineering methodologies and principles for modernization of systems and projects. Develops project plans to achieve performance-based objectives, enhancing implementation, systems, and service. Supports research and development, organizational and vulnerability assessments, intelligence and threat analysis, mission requirements determination, policy and procedures development, concept definition design, testing, integration verification and validation, documentation,

implementation, and operations and maintenance. Requires a bachelor's degree in computer science, engineering, information systems, security management, business, management, or a related field, and 12 years of professional work experience or a master's degree and 10 years of professional experience.

**Analyst II** – Applies management analysis processes, statistical methods, and advanced technical and analytical research techniques to develop security solutions and strategies based on client requirements with a law enforcement, professional security, or emergency preparedness services-based scope. Analyzes operational activities to obtain a quantitative basis for decision-making and resource allocation. Employs process improvements and reengineering methodologies and principles for modernization of systems and projects. Creates project plans to achieve performance-based objectives, enhancing implementation, systems, and service. Provides integral support in research and development, organizational and vulnerability assessments, intelligence and threat analysis, mission requirements determination, policy and procedures development, concept definition design, testing, integration verification and validation, documentation, implementation, and operations and maintenance. Requires a bachelor's degree in computer science, engineering, information systems, security management, or a related field, and 8 years of professional work experience or a master's degree and 6 years of professional experience.

**Analyst I** – Provides assistance to analyze processes and systems, statistical methods, and advanced technical and analytical research techniques to develop security solutions and strategies based on client compliance, security, and business requirements. Supports operational activities to obtain a quantitative basis for decision-making and resource allocation. Assists with process improvements and reengineering methodologies and principles for modernization of systems and projects. Assists with preparation of project plans to achieve performance-based objectives, enhancing implementation, systems, and service. Requires an associate's degree in computer science, engineering, information systems, security management, business, management, or a related field, and 5 years of professional work experience or a bachelor's degree and 3 years of professional experience.

**Auditor III** – Oversees the design, development, and support of a wide range of complex information systems including operational performance tracking and reporting systems. Oversees the gathering of performance requirements and development of the functional specifications. Provides guidance on the optimization and performance ramifications of coding decisions, and object-oriented design. Provides project management, quality assurance, and technical oversight of the development and implementation efforts. Requires a bachelor's degree in a related field such as business, engineering, science, or information systems, and 8 years of related experience.

**Auditor II** – Performs a variety of technical and economic analysis in support of customer business requirements, including planning, operations, and performance optimization. Collects and interprets engineering and operational performance data; develops project design basis; develops specifications; performs detailed engineering; ensures conformance to applicable engineering codes and standards, as well as customer policies and procedures. Requires a

bachelor's degree in a related field such as business, engineering, science, or information systems, and 4 years of related experience.

**Auditor I** – Performs technical and business studies in support of customer operations and programs. Assists in the integration of information and findings about operational performance, supports economic analyses, and conducts technical and business analysis. Requires a bachelor's degree in a related field such as business, engineering, science, or information systems, and zero to two years of related experience.

**Security Specialist IV** – Designs, develops, and recommends integrated security system solutions for law enforcement, homeland defense, emergency preparedness, and security clients. Provides technical engineering services for the support of integrated security systems and solutions. Interfaces with the client in the strategic design process to translate security and business requirements into technical designs. Configures and validates secure systems and tests security products and systems to detect security weakness. Conducts regular audits to ensure that systems are being operated securely and computer security policies and procedures are being implemented as defined in security plans. Supports security disciplines associated with HSPD-12 related work. Duties include analysis of mission requirements, secure architecture design, organizational and vulnerability assessments, intelligence and threat analysis, and system security/network analysis. Requires a bachelor's degree in computer science, engineering, information systems, security management, or a related field and 10 years of professional work experience.

**Security Specialist III** – Provides technical engineering services for the support of integrated security systems and solutions. Interfaces with the client in the strategic design process to translate security and business requirements into technical designs. Configures and validates secure systems and tests security products and systems to detect security weakness. Conducts regular audits to ensure that systems are being operated securely and computer security policies and procedures are being implemented as defined in security plans. Supports security disciplines associated with Homeland Security Presidential Directive (HSPD-12) related work. Responsibilities include analysis of mission requirements, secure architecture design, organizational and vulnerability assessments, intelligence and threat analysis, and system security/network analysis. Requires a bachelor's degree in computer science, engineering, information systems, security management, or a related field and 8 years of professional work experience.

**Security Specialist II** – Assists with providing technical engineering services for the support of integrated security systems and solutions. Supports strategic design process to translate security and business requirements into technical designs. Helps to configure and validates secure systems and tests security products and systems to detect security weakness. Conducts regular audits to ensure that systems are being operated securely and computer security policies and procedures are being implemented as defined in security plans. Supports security disciplines associated with HSPD-12 related work. Responsibilities include technical support for the analysis of mission requirements, secure architecture design, organizational and vulnerability assessments, intelligence and threat analysis, and system security/network analysis. Requires a

bachelor's degree in computer science, engineering, information systems, security management, or a related field and 4 years of professional work experience.

**Security Specialist I** – Supports security and antiterrorism programs to include information, personnel, and physical security. Requires knowledge of government and industrial security requirements, with the ability to effectively interact with technical staff, customer community, and other security staff members. Maintains personnel security files and databases on employees, and processes security clearances and access requests. Supports security disciplines associated with HSPD-12 related work. Requires a bachelor's degree in computer science, business, information systems, law enforcement, security management, or a related field, and zero to two years of professional work experience.

**Executive Administrative Assistant III** – Performs a variety of administrative functions to support the operations of a program office. Performs specialized administrative support tasks of a non-routine and non-repetitive nature. Monitors projects and finances for members of an assigned functional unit. Performs professional level tasks both formal and informal requiring independent judgment, initiative and tact; determines method of collection and analysis for assigned projects; and prepares complex briefings. Coordinates administrative work within the secretarial and clerical support group. Responsible for preparing various reports, making recommendations for actions, project administration, event planning, office relocation planning, and other duties as assigned. Requires a bachelor's degree in business administration, management, or related field and 12 years of experience.

**Executive Administrative Assistant II** – Performs a variety of administrative functions to support the operations of a program office. Performs specialized administrative support tasks of a non-routine and non-repetitive nature. Monitors projects and finances for members of an assigned functional unit. Performs professional level tasks both formal and informal requiring independent judgment, initiative and tact; determines method of collection and analysis for assigned projects; and prepares complex briefings. Coordinates administrative work within the secretarial and clerical support group. Responsible for preparing various reports, making recommendations for actions, project administration, event planning, office relocation planning, and other duties as assigned. Requires a bachelor's degree in business administration, management, or related field and 10 years of experience.

**Executive Administrative Assistant I** – Performs a variety of administrative functions to support the operations of a program office and senior managers. Performs specialized administrative support tasks of a non-routine and non-repetitive nature. Monitors projects and finances for members of an assigned functional unit. Performs professional level tasks both formal and informal requiring independent judgment, initiative, and tact; determines method of collection and analysis for assigned projects and prepares complex briefings. Coordinates administrative work within the secretarial and clerical support group. Responsible for preparing various reports and making recommendations for actions, project management, event planning, office relocation planning and other duties as assigned. Requires an associate's degree and 5 years of experience.

**Senior Logistics Management Specialist** – Provides management of integrated logistics support and facility management services to meet customer operational requirements. Plans, schedules, delegates, and manages all aspects of logistics and facility programs utilizing knowledge of operational requirements, policies, procedures, and compliance. Directs and participates in configuration and data management efforts. Responsible for life cycle cost, analysis, planning, and scheduling. Responsible for space optimization, information management, security, environmental, and other operational compliance requirements. Requires a bachelor's degree in facility management, engineering, information systems, security management, business, management, or a related field, and 14 years of experience.

**Logistics Management Specialist** – Implements and participates in professional integrated logistics support and facility management, including procurement production techniques, production management, design data reviews and analysis, and configuration and data management. Utilizes knowledge of operational requirements, policies, and procedures to improve facility operations and meet customer business and compliance requirements. Responsibilities include planning and carrying out work within a team or with other organizations to address changes in regulations, program, and technology. Requires a bachelor's degree in facility management, engineering, information systems, security management, business, management, or a related field, and 10 years of professional work experience.

**Logistics Specialist** – Provides logistics and facility management services in support of customer operational, compliance, and security requirements. Functions as member of the integrated logistics and facility support team providing assistance and data entry and retrieval in the area of configuration management, data management, operations, training, testing, transportation, reliability, and maintainability. Responsible for participating in periodic audits and systems configuration verification and maintains program data and provisioning files. Requires a bachelor's degree in facility management, engineering, information systems, security management, business, management, or a related field, and 6 years of experience.

**Logistics Operations Specialist** – Supports operations and facility administration by maintaining related documentation including operation manuals, user guides, training materials and other system technical documentation. Assists in performing configuration management in support of engineering, security, and compliance requirements. Reviews and analyzes procedures and operations to identify and resolve various problems. Assists in coordinating the implementation of building systems and technology. Provides configuration management and other system life cycle support. Participates in planning, scheduling, and directing assigned tasks and responsibilities. Responsible for preparation of procedures, documentation, and reports. Requires an associate's degree, and 2 years of professional work experience.

**Technical Editor/Writer II** – Writes reports, manuals, training courses, and other documents, and ensures quality of those documents written by others. Reviews grammar, writing style, and syntax of documentation. Requires bachelor's degree or equivalent and more than 10 years of professional work experience.

**Technical Editor/Writer** – Works with technical specialists, writes reports, manuals, training courses, and other documents, and ensures quality of those documents written by others.



Reviews grammar, writing style, and syntax of documentation. Requires bachelor's degree or equivalent and more than 6 years of professional work experience.

**Administrative Support III** – Performs diversified clerical, administrative, and general office duties of a highly responsible and confidential nature to senior management. Organizes and maintains files of correspondence and records. Routes or answers routine correspondence not requiring manager's attention. Prepares special reports, gathering and summarizing data. Organizes and expedites flow of work through manager's office. Initiates follow-up action. Requires knowledge of applicable policies, procedures, operations, and organization. Requires more than 5 years of professional work experience.

**Administrative Support II** – Performs diversified clerical, administrative, and general office duties. Communicates and coordinates instructions with various individuals and/or departments. Furnishes and obtains information from multiple sources. Organizes and maintains files of correspondence and records. Follows up on pending matters. Schedules appointments, maintains and disseminates schedules and work plans, and coordinates arrangements for meetings and conferences. Requires more than 3 years of professional work experience.

**Administrative Support** – Assists technical experts with the organization of tasks, preparation for meetings and other sessions, documentation of meeting results, and completion of contractually required paperwork. Requires zero to five years of professional work experience.

**Technician III** – Performs non-routine and complex assignments. Works under general supervision of a scientist or engineer. Performs investigations, studies, and assessments that may require nonstandard procedures and complex instrumentation. Monitors, records, computes, and analyzes test data, and prepares test reports. May supervise lower level technicians. Requires 6 or more years of experience in engineering, energy, environmental, information technology, or relevant field.

**Technician II** – Performs assignments that are broad in nature and are concerned with analysis, development, and implementation of technical solutions. Operates monitoring, testing, or processing equipment of moderate complexity. May construct components or subassemblies of prototype models. May troubleshoot malfunctioning equipment and make simple repairs. Extracts and processes data. Requires 2 to 6 years of experience in engineering, energy, environmental, information technology, or relevant field.

**Network Technician** – Performs a variety of network engineering tasks that are broad in nature and are concerned with the design and implementation of integrated networks, including personnel, hardware, software, and support facilities and/or equipment. Conducts installation and baseline testing of Ethernet switches, router, hubs, and patch panels. Troubleshoots and resolves any operational problems that occur during installation. Provides documentation, including inventory, network diagrams, change management, weekly reports, etc. Requires a high school diploma and 5 years of general work experience.

**GIS/CAD Specialist II** – Manages data analysis and creation of various maps for incorporation into reports and or presentations. Leads the development of GIS, AutoCAD, and

database software at a senior level. Requires a bachelor's degree in a related field and 5 years of experience in ArcView, ArcInfo, Intergraph, MapInfo, AutoCAD, or other graphics programs.

### **LABOR CATEGORY SUBSTITUTIONS INFORMATION**

Redhorse's labor categories provide for substituting experience for minimum education requirements and substituting educational degrees for years of experience. The table below presents the general substitutions based on the education and experience of the labor categories in the pricelist. Experience should be professional and job related, however it does not have to be specific to the project to be accomplished. However, if a degree is used in place of experience, the degree should be related to the project or task. These substitutions are applicable for all Redhorse labor categories.

<b>Degree</b>	<b>Degree and Experience Substitution</b>	<b>Related Experience Substitution</b>
Associate's	2 Years	2 Years
Bachelor's	Associate's + 2 Years	4 Years
Master's	Bachelor's + 2 Years	6 Years
Doctorate	Master's + 4 Years	10 Years

In lieu of the required degree or experience, candidates with special qualifications may be considered on a case-by-case basis by the ordering agency.