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

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Business Size: Other than Small

Federal Supply Schedule MAS – Multiple Awards
Schedule; FSC - H Professional Services
GS-00F-0013Y
Contract Period: January 1, 2020 through December 31, 2024

Price List current as of Modification #PS-0061 effective May 12, 2022

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For more information on ordering from Federal Supply Schedule go to the GSA Schedules page at GSA.gov

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: GSAAAdvantage.gov.

GSA Contract Number GS-00F-0013Y is listed here for reference purposes only and is replaced by GSA Contract Number GS-07F-134GA. GSA Contract Number GS-00F-0013Y is only to be used for BPAs and orders awarded prior to or pending an award decision as of April 5, 2021. All new BPAs and orders MUST be awarded against the contractor’s GSA MAS Contract Number GS-07F-134GA.
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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:
GSA Multiple Awards Schedule

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

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

Redhorse at a Glance

- 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
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:

- 541690E / RC: Energy Consulting Services
- 561210FAC / RC: Complete Facilities Maintenance and Management
- 493110RM / RC: Physical Records Management Services
- 561499M / RC: Mail Management, Systems, Processing Equipment and Related Solutions
- 54151S / RC: Information Technology Professional Services 54151S (STLOC)
- 522310 / RC: Financial Advising, Loan Servicing and Asset Management Services
- 531210 / RC: Financial Asset Resolution Services
- 541219 / RC: Budget and Financial Management Services
- 541810 / RC: Advertising Services
- 541910 / RC: Marketing Research and Analysis
- 541613 / RC: Marketing Consulting Services
- 541612HC / RC: Agency Human Capital Strategy, Policy and Operations
- 541330ENG / RC: Engineering Services
- 541420 / RC: Engineering System Design and Integration Services
- 541380 / RC: Testing Laboratories
- 541715 / RC: Engineering Research and Development and Strategic Planning
- 541611 / RC: Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
- 611430 / RC: Professional and Management Development Training
- 541614SVC / RC: Supply and Value Chain Management
- 541614 / RC: Deployment, Distribution and Transportation Logistics Services
- 561210FS / RC: Facilities Support Services
- ANCRA / RC: Ancillary Repair and Alterations
- 541620 / RC: Environmental Consulting Services
- 562112 / RC: Hazardous Waste Disposal Services
- 541370GIS / RC: Geographic Information Systems (GIS) Services
- 562910REM / RC: Environmental Remediation Services
- ANCILLARY / RC: Ancillary Supplies and/or Services
- OLM / RC: Order Level Materials
- 541820: Public Relations Services
- 611512: Flight Training
- 531210: Financial Asset Resolution 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:** SIN 54151S has a MOT of $500,000. SINs 541380, ANCILLARY, ANCRA and OLM have a MOT of $250,000. The following SINs have a MOT of $1,000,000.00: 541690E; 561210FAC; 493110RM; 561499M; 522310; 531210; 541219; 541810; 541613; 541612HC; 541330ENG; 541420; 541715; 541611; 611430; 541614SVC; 541614; 561210FS; 541620; 562112; 541370GIS; 562910REM; 541820; 541910 & 611512.

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

9. **Foreign Items:** Not applicable

10a. **Time of Delivery:** Specified in each task order

10b. **Expedited Delivery:** None

10c. **Overnight and 2-Day Delivery:** None

10d. **Urgent Requirements:** Not available

11. **FOB point:** Destination

12a. **Ordering Address:** Redhorse Corporation
Attention: Bernadine Holmes, Director of Contracts
1370 India Street, Suite 200
San Diego, CA 92101
619/241-4609 telephone 619/452-3130 facsimile
bernadine.holmes@redhorsecorp.com
12b. Ordering Procedures: The ordering procedures for supplies and services, information on Blanket Purchase Agreements (BPA) are found in Federal Acquisition Regulation (FAR) 8.405-3.

13. 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: City National Bank c/o
Redhorse Corporation
Routing Transit Number: See Invoice
Account Number: See Invoice

14. Warranty Provision: Not applicable

15. Export Packing Charges: Not applicable

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

17. Terms and Conditions of Installation: Not applicable

18a. Terms and Conditions of Repair Parts Indicating Date of Parts Price Lists and Any Discounts from List Prices: Not applicable

18a. Terms and Conditions for Any Other Services: Not applicable

19. List of Service and Distribution Points: Not applicable

20. List of Participating Dealers: Not applicable

21. Preventive Maintenance: Not applicable

22a. Special Attributes: Not applicable

22b. Section 508. 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: Not applicable
Redhorse Offering

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 541690E / 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 longterm monitoring, verification of savings, and benchmarking.

SIN 541690E / 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 541690E / 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 onsite 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 541690E / 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.

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 54151S / RC and STLOC: 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.

**SIN 522310 / 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 522310 / 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 541219 / 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 541219 / 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 541611 / 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 541611 / 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 541611 / 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 on-going status reports, final reports, and other deliverable products required under the grant program, and assisting in grant close-out procedures.

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 541810 / 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 541810 / 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 541910 / 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 541613 / 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.

**SIN 541610HC / 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.
The MAS 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. MAS 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 541330ENG / 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 541330ENG / 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 541420 / 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 541380 / 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 541330ENG / 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 541330ENG / 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 ANCILLARY / 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.

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 541611 / 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 611430 / 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 ANCILLARY / 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 541611 / 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 541611 / 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.

**SIN 541614SVC / 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 541614 / 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 ANCALLARY / 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 561210FS / 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 ANCRA / 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.

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
GSA Multiple Award Schedule

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 541620 / 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 611430 / 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.

**SIN 562112 / 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 10142, 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 541370GIS / 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 562910REM / 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, bioventing, 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 ANCILLARY / 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.
## APPENDIX A – REDHORSE LABOR RATES

<table>
<thead>
<tr>
<th>OPTION 2</th>
<th>Labor Category</th>
<th>Year 11 01/01/2020</th>
<th>Year 12 01/01/2021</th>
<th>Year 13 01/01/2022</th>
<th>Year 14 01/01/2023</th>
<th>Year 15 01/01/2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Senior Project Manager</td>
<td>$177.00</td>
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<td>$184.15</td>
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<td>$52.51</td>
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<td>$145.74</td>
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<tr>
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<td>Technical Editor/Writer</td>
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<td>Scientist</td>
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<td>$137.16</td>
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<td>$183.58</td>
<td>$187.25</td>
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<tr>
<td></td>
<td>Subject Matter Expert IV</td>
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<td>$267.29</td>
<td>$272.64</td>
<td>$278.09</td>
<td>$283.65</td>
</tr>
</tbody>
</table>
Technical Editor/Writer II | $118.12 | $120.48 | $122.89 | $125.35 | $127.86  
Technician II** | $48.52 | $49.49 | $50.48 | $51.49 | $52.52

Notes: ** Indicates Service Contract Labor Standards (SCLS) eligible categories

<table>
<thead>
<tr>
<th>SCLS Eligible Contract Labor Category</th>
<th>SCLS Equivalent Code – Title</th>
<th>WD Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support III</td>
<td>01020 – Administrative Assistant</td>
<td>2015-5635</td>
</tr>
<tr>
<td>Administrative Support II</td>
<td>01313 – Secretary III</td>
<td>2015-5635</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>01013 – Accounting Clerk III</td>
<td>2015-5635</td>
</tr>
<tr>
<td>Technician II</td>
<td>30082 – Engineering Technician II</td>
<td>2015-5635</td>
</tr>
</tbody>
</table>

The Service Contract Labor Standards, formerly the Service Contract Act (SCA), apply to this contract and it includes SCLS applicable labor categories. Labor categories and fixed price services marked with a (**) in this pricelist are based on the U.S. Department of Labor Wage Determination number(s) identified in the SCLS/SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).
### APPENDIX B – REDHORSE PRODUCT PRICING AND DESCRIPTIONS

<table>
<thead>
<tr>
<th>Product</th>
<th>Brand Name</th>
<th>Price (Per Building for 12-Months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guiding Principles Compliance, LEED-EB Certification, or LEED-CI Certification Tools</td>
<td>ZIA for Buildings Facility Management Tools</td>
<td>$5,742.00</td>
</tr>
</tbody>
</table>

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 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.

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.

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.

**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.

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.

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 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.

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.

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.

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.

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 nonroutine 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 nonroutine 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 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.

**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.

**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 high school diploma and at least 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 high school diploma and at least 3 years of professional work experience.

**Administrative Support I** – 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 high school diploma and at least zero years of professional work experience.

**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 high school diploma and at least 2 years of experience in engineering, energy, environmental, information technology, or relevant field.

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

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

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.

Degree/Experience Equivalency*

<table>
<thead>
<tr>
<th>Degree</th>
<th>Degree and Experience Substitution</th>
<th>Related Experience Substitution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate’s</td>
<td>2 Years</td>
<td>2 Years</td>
</tr>
<tr>
<td>Bachelor’s</td>
<td>Associate’s + 2 Years</td>
<td>4 Years</td>
</tr>
<tr>
<td>Master’s</td>
<td>Bachelor’s + 2 Years</td>
<td>6 Years</td>
</tr>
<tr>
<td>Doctorate</td>
<td>Master’s + 4 Years</td>
<td>10 Years</td>
</tr>
</tbody>
</table>

* Successful completion of higher education which has not yet resulted in a degree may be counted as 1 for 1 years of experience for each year of college completed. Per GSA Guidelines, a High School diploma or equivalent is the minimum requirement for all Labor Categories.