



GENERAL SERVICES ADMINISTRATION FEDERAL SUPPLY SERVICE

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through GSA Advantage!™, a menu-driven database system. The Internet address for GSA Advantage!™ is: <http://www.GSAAdvantage.gov>. For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov.

Multiple Award Schedule

Federal Supply Group: Professional Services

Price list current as of Modification #PS-0028 effective 08/27/2024

Contract Number: GS-00F-181GA

Contract Period: 4/26/2022 – 4/25/2027

**Business Size/Status: SMALL, Disadvantaged, 8(a), Woman Owned
Business, DOT DBE**

Contract Administrator
Danielle Gosthe
Managing Director
danielle@theredcarrot.com
www.theredcarrot.com

Red Carrot Inc.
1951 NW 7th Ave, Suite 600
Miami, FL 33136
305-504-8769

Contactor Info

Contract Number: GS00F181GA

1a. Table of Awarded SINS	512110 Video/Film Production 541330ENG Engineering Services 541430 Graphic Design Services 541511 Web Based Marketing 54151S IT Professional Services 541611 Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services 541613 Marketing Consulting Services 541810 Advertising Services 541810ODC Other Direct Costs for Marketing and Public Relations Services 541820 Public Relations Services 541850 Exhibit Design and Advertising Services 541910 Marketing Research and Analysis 541922 Commercial Photography Services 561110 Office Administrative Services 561920 Conference, Meeting, Event and Trade Show Planning Services 541990AV Professional Audio/Video Services OLM Order-Level Materials
1b. Lowest Priced Model Number and Price for Each SIN:	Prices shown in Price List are net, all discounts deducted
1c. Hourly Rate	See Commercial Price List
2. Maximum Order	\$1,000,000*
3. Minimum Order	\$100
4. Geographic Coverage	Domestic 50 States, Washington D.C., US Territories
5. Point(s) of Production	Miami, FL
6. Discount from List Prices	All Prices Herein Are Net
7. Quantity Discount	None
8. Prompt Payment Terms	Net 30 days Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions
9. Foreign Items	None
10a. Time of Delivery	To Be Negotiated with Ordering Agency
10b. Expedited Delivery	To Be Negotiated with Ordering Agency Items available for expedited delivery are noted in this price list.
10c. Overnight and 2 Day Delivery	To Be Negotiated with Ordering Agency

10d. Urgent Requirements	To Be Negotiated with Ordering Agency
11. F.O.B. Point	Destination
12a. Ordering Address	Red Carrot Attn: Danielle Gosthe/GSA Orders 1951 NW 7th Ave, Suite 600 Miami, FL 33136
12b. Ordering Procedures	Supplies and services, ordering procedures, and information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3.
13. Payment Address	Red Carrot Attn: Accounts Receivable/GSA Orders 1951 NW 7th Ave, Suite 600 Miami, FL 33136
14. Warranty Provision	N/A
15. Export Packing Charges	N/A
16. Terms & Conditions of Rental	N/A
17. Terms & Conditions of Installation	N/A
18a. Terms & Conditions of Repair Parts Indicating N/A Date of Parts Price Lists and Any Discounts	N/A
18b. Terms and Conditions for Any Other Services	N/A
19. List of Services and Distribution Points	N/A
20. List of Participating Dealers	N/A
21. Preventative Maintenance	N/A
22a. Special Attributes such as Environmental Attributes (e.g. Recycled Content, Energy Efficiency, and/or Reduced Pollutants)	N/A
22b. Section 508 Compliance for EIT	Contact contract administrator for more information.
23. Unique Entity Identifier (UEI) number	MG75EJJPLFZ7
24. Notification Regarding Registration in System of Award Management (SAM) Registry Database	Registered and Currently Active

*If the best value selection places your order over the Maximum Order identified in this catalog/pricelist, you have an opportunity to obtain a better schedule contract price. Before placing your order, contact the aforementioned contactor for a better price. The contractor may (1) offer a new price for this requirement (2) offer the lowest price available under this contract or (3) decline the order. A delivery order that exceeds the maximum order may be placed under the schedule contract in accordance with FAR 8.404.

About Us

Red Carrot, an 8(a) and woman-owned business is distinguished by our proven federal experience and performance-driven processes. **Our team is fueled by passion, backed by intelligence, and built on expertise.** Our accolades include the On the Rise Government Contractor of the Year, Telly Awards, and Hermes Creative Awards. Red Carrot approaches challenges through our vetted processes based on industry best practices and proprietary data. We continuously explore innovative and often untapped perspectives. This constantly enhances the quality of our work. From our inception, we have championed innovative methods, applied data analytics to find creative solutions, and aspired to constantly find ways to improve our results and exceed our clients' expectations. Since then, we have stayed **research-centric, data-informed, and audience-oriented** while expanding our range of highly skilled capabilities.

Finding a Better Way is our way of thinking and sums up how we approach everything – from a new client brief or RFP to our approach to work.

Red Carrot is a High-Performance Agency whose foundation is firmly embedded in rigor and process improvement for all our Campaign Development and Optimization.

We deliver data-inspired, measurable success to fuel your growth. We are consistently responsive and adaptive to the ever-changing market dynamics, with extensive experience providing clients with innovative, integrated communications solutions.

We offer high-impact services ranging from Advertising to Brand Development, Digital Engagement, Management Consulting, Human Capital Resources, Engineering, Event Management, and Market Research. Our work is holistic and all-encompassing. Our analytical approach to marketing leads to plans that remove guesswork and provide measurable results.

Our cross-functional team members have diverse backgrounds and far-reaching insights. We strive to always Find a Better Way to communicate with all audiences. Our analytical approach leads to plans that remove the guesswork, provide measurable results, boost ROI, and foster constant learning and optimization.

Our Mission

We organize ourselves around our client's business challenges, solving the right problems and using the right people. We translate insights and our strategic approach into the most creative, innovative, and effective ideas and audience activations. We are committed to flawless execution of plans through expertise and optimization. This is how we always find a Better Way and surpass our clients' goals.

Our Capabilities

ADVERTISING

- Media Planning
- Media Buying
- Lead Generation Campaigns
- Outreach Campaigns
- TV, Print, Radio, Outdoor
- Digital Advertising

BRAND DEVELOPMENT

- Brand Plan
- Communications Plan
- ROI Measurement
- Logo and Brand Identity
- Brand Guidelines
- Marketing Collateral Development
- Multicultural Outreach

STRATEGIC PLANNING

- Communication Audits
- Informational Interviews
- Quantitative Studies
- Focus Groups
- Competitive Analysis
- Best Practices Benchmarking
- Program Evaluations

VIDEO PRODUCTION

- Animated Videos
- Testimonial Videos
- PSA Videos
- Digital Videos
- 508-Compliance

DIGITAL ENGAGEMENT

- Web Architecture
- Web Design
- Content Management
- System Implementation
- SEO/SEM
- Analytics
- Paid Advertising

ENGINEERING

- Web Architecture
- Video Conferencing
- Broadcasting
- Systems Engineering
- Network Engineering
- Cloud Architecture
- Assets Management

SOCIAL MEDIA

- Social Media Management
- Community Management
- Paid Social Advertising
- Social Media Content Creation

PUBLIC RELATIONS

- Media Management
- Press Releases
- Press Clippings
- Satellite Media Tour
- Online Reputation Management
- Earned Media Strategy
- Influencer Outreach

EVENTS

- Site Selection
- Travel & Logistics
- Management
- Audiovisual Technology Support
- Virtual Events
- Experiential Activations
- Recruiting Events
- Event Management

GRAPHIC DESIGN

- Concept Development
- Brand Development
- Rebranding
- Printed Collaterals
- Copywriting Illustration
- 508-Compliance

MANAGEMENT CONSULTING

- Program Management
- Workforce Operating Modeling
- Robotic Process Automation
- Process Improvement
- Technical Writing
- Digital Transformation
- Organizational Change Management Diversity & Inclusion

HUMAN CAPITAL SOLUTIONS

- Operations Staffing Recruitment of Ad hoc Teams Retention
- Transforming Operations to Deliver Sustainable Breakthrough Growth Employee Journey
- Strategic Planning Team Alignment

Price List

SIN	Labor Category	Year 6	Year 7	Year 8	Year 9	Year 10
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Associate I	\$122.47	\$126.15	\$129.93	\$133.83	\$137.84
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Associate II	\$136.83	\$140.93	\$145.16	\$149.51	\$153.99
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Associate III	\$151.17	\$155.71	\$160.38	\$165.20	\$170.16
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Director I	\$231.55	\$238.49	\$245.64	\$253.01	\$260.59
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Director II	\$257.38	\$265.10	\$273.05	\$281.24	\$289.67
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Director III	\$270.77	\$278.89	\$287.25	\$295.87	\$304.75
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Executive I	\$300.43	\$309.45	\$318.73	\$328.29	\$338.14
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Executive II	\$327.22	\$337.04	\$347.15	\$357.57	\$368.30
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Manager I	\$169.35	\$174.43	\$179.66	\$185.05	\$190.60

SIN	Labor Category	Year 6	Year 7	Year 8	Year 9	Year 10
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Manager II	\$187.54	\$193.16	\$198.95	\$204.92	\$211.06
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Manager III	\$208.58	\$214.84	\$221.29	\$227.93	\$234.77
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Specialist I	\$89.93	\$92.63	\$95.42	\$98.28	\$101.23
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Specialist II	\$99.51	\$102.49	\$105.56	\$108.73	\$111.99
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 561110, 541330ENG, 541990AV	Specialist III	\$110.99	\$114.32	\$117.74	\$121.28	\$124.92
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 561920, 541330ENG, 541990AV	Management Supervisor	\$221.92	\$228.58	\$235.45	\$242.51	\$249.78
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 561920, 541330ENG, 541990AV	Account Supervisor	\$149.51	\$153.99	\$158.62	\$163.38	\$168.27
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 561920, 541330ENG, 541990AV	Account Executive	\$110.96	\$114.29	\$117.71	\$121.24	\$124.88
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 561920, 541330ENG, 541990AV	Account Coordinator	\$79.26	\$81.64	\$84.09	\$86.61	\$89.21
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 561920, 541330ENG, 541990AV	Administrative Clerical**	\$72.92	\$75.10	\$77.36	\$79.68	\$82.07
512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 561920, 541990AV	Research Analyst	\$132.38	\$136.35	\$140.44	\$144.65	\$149.00

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512110, 541430, 541511, 541611, 541613, 541810, 541820, 541850, 541910, 541922, 561920, 541330ENG, 541990AV	Project Manager	\$126.82	\$130.63	\$134.55	\$138.59	\$142.75
512110, 541430, 541511, 541613, 541810, 541820, 541850, 541910, 561920, 541990AV	Creative Director	\$184.94	\$190.49	\$196.20	\$202.09	\$208.15
512110, 541430, 541511, 541613, 541810, 541820, 541850, 541910, 561920, 541990AV	Graphic Designer	\$89.82	\$92.51	\$95.28	\$98.15	\$101.09
512110, 541430, 541511, 541613, 541810, 541910, 541820, 561920, 541990AV	Digital Strategist	\$177.54	\$182.87	\$188.36	\$194.02	\$199.84
512110, 541430, 541511, 541613, 541810, 541910, 541820, 561920, 541990AV	Digital Specialist	\$116.41	\$119.91	\$123.51	\$127.21	\$131.03
512110, 541430, 541511, 541613, 541810, 541910, 541820, 561920, 541990AV	Copywriter	\$132.10	\$136.06	\$140.14	\$144.34	\$148.68
512110, 541430, 541511, 541613, 541810, 561920, 541850, 541990AV	Media Planner/Buyer	\$137.38	\$141.50	\$145.74	\$150.12	\$154.62
512110, 541430, 541511, 541613, 541810, 561920, 541850, 541990AV	Media Assistant	\$116.25	\$119.74	\$123.34	\$127.03	\$130.84
541922, 541990AV	Photographer	\$125.79	\$129.57	\$133.46	\$137.46	\$141.58
54151S	IT Account Coordinator	\$79.26	\$81.64	\$84.09	\$86.61	\$89.21
54151S	IT Account Executive	\$110.96	\$114.29	\$117.71	\$121.24	\$124.88
54151S	IT Account Supervisor	\$149.51	\$153.99	\$158.62	\$163.38	\$168.27
54151S	IT Administrative Clerical**	\$72.92	\$75.10	\$77.36	\$79.68	\$82.07
54151S	IT Associate I	\$122.47	\$126.15	\$129.93	\$133.83	\$137.84
54151S	IT Associate II	\$136.83	\$140.93	\$145.16	\$149.51	\$153.99
54151S	IT Associate III	\$151.17	\$155.71	\$160.38	\$165.20	\$170.16
54151S	IT Digital Specialist	\$116.41	\$119.91	\$123.51	\$127.21	\$131.03
54151S	IT Director I	\$231.55	\$238.49	\$245.64	\$253.01	\$260.59
54151S	IT Director II	\$257.38	\$265.10	\$273.05	\$281.24	\$289.67
54151S	IT Director III	\$270.77	\$278.89	\$287.25	\$295.87	\$304.75

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54151S	IT Executive II	\$327.22	\$337.04	\$347.15	\$357.57	\$368.30
54151S	IT Graphic Designer	\$89.82	\$92.51	\$95.28	\$98.15	\$101.09
54151S	IT Management Supervisor	\$221.92	\$228.58	\$235.45	\$242.51	\$249.78
54151S	IT Manager I	\$169.35	\$174.43	\$179.66	\$185.05	\$190.60
54151S	IT Manager II	\$187.54	\$193.16	\$198.95	\$204.92	\$211.06
54151S	IT Manager III	\$208.58	\$214.84	\$221.29	\$227.93	\$234.77
54151S	IT Project Manager	\$126.82	\$130.63	\$134.55	\$138.59	\$142.75
54151S	IT Specialist I	\$89.93	\$92.63	\$95.42	\$98.28	\$101.23
54151S	IT Specialist II	\$99.51	\$102.49	\$105.56	\$108.73	\$111.99
54151S	IT Specialist III	\$110.99	\$114.32	\$117.74	\$121.28	\$124.92

*SCLS labor category

Rates are inclusive of IFF, fixed annual escalation rate is 3.0%

SCLS Eligible Labor Category	SCLS Equivalent Code Title	Wage Determination No.
Administrative Clerical	01020 - Administrative Assistant	2015-4543
IT Administrative Clerical	01020 - Administrative Assistant	2015-4543

Service Contract Labor Standards: 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).

Labor Category Descriptions

Labor Category	Description	Minimum Education	Minimum Years of Experience
Associate I	Provides support for implementing and managing client objectives, requirements, and programs. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Performs planning, performance management, capacity planning, testing and validation, and benchmarking to support client programs for engineering, marketing, digital, and media outreach services.	Bachelor's	1
Associate II	Manages and supports implementing and managing client objectives, requirements, and programs. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Performs planning, performance management, capacity planning, testing and validation, and benchmarking to support client programs for engineering, marketing, digital, and media outreach services.	Bachelor's	2
Associate III	Leads implementing and managing client objectives, requirements, and programs. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Performs planning, performance management, capacity planning, testing and validation, and benchmarking to support client programs for engineering, marketing, digital, and media outreach services.	Bachelor's	3
Director I	Responsible for tasks requiring expertise on client projects. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting.	Bachelor's	4
Director II	Responsible for overseeing tasks requiring expertise on client projects. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting.	Bachelor's	5

Director III	Responsible for managing and leading complex tasks requiring a high level of expertise. Ensures quality control of the team. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; requirements analysis and feasibility studies; supply chain logistics; and analytics and reporting.	Bachelor's	6
Executive I	Provides strategic direction and guidance for implementing and managing client objectives, requirements, and programs. Provides leadership direction across programs, projects, and business processes. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; requirements analysis and feasibility studies; supply chain logistics; and analytics and reporting.	Master's	7
Executive II	Responsible for overall strategic direction and guidance for implementing and managing client objectives, requirements, and programs. Provides leadership direction across programs, projects, and business processes. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; requirements analysis and feasibility studies; supply chain logistics; and analytics and reporting.	Master's	10
Manager I	Supports project planning to include the vision, work plan, staffing, financials, and risk management. Ensures quality control. Responsible for ensuring team quality control. Implement practical solutions and methodologies and validate them with subject matter experts. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Manages project teams performing planning, performance management, capacity planning, testing, validation, and benchmarking to support client programs for engineering, marketing, digital, and media outreach services.	Bachelor's	2
Manager II	Manages project planning, which includes the vision, work plan, staffing, financials, and risk management. Ensures quality control. Responsible for ensuring team quality control. Implement practical solutions and methodologies and validate them with subject matter experts. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Manages teams analyzing and developing technical documentation detailing the integration and system performance. Oversees project preliminary solutions to a variety of problems that may arise in an expeditious, efficient, and timely manner.	Bachelor's	3

<p>Manager III</p>	<p>Leads project planning to include the vision, work plan, staffing, financials, and risk management. Responsible for ensuring team quality control. Implements practical solutions and methodologies and validates with subject matter experts. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Oversees project teams in analyzing and developing technical documentation detailing the integration and system performance. Provides strategic solutions to a variety of problems that may arise in an expeditious, efficient, and timely manner.</p>	<p>Bachelor's</p>	<p>4</p>
<p>Specialist I</p>	<p>Provides support for implementing client tasks. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Provide production technical support through the operating studio and field video production equipment, including cameras, teleprompters, audio gear, lights, green screens, etc. Solves simple, routine problems by following established procedures and policies. Develops products, solutions, and processes using basic principles, theories, and concepts within own technical specialty.</p>	<p>Associates</p>	<p>0</p>
<p>Specialist II</p>	<p>Provides support for implementing client objectives, requirements, and projects. Client programs may include strategy development and consulting; program management and budgeting; market research; communications including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Operate complex and sophisticated broadcast equipment for producing, recording, and transmitting program material for broadcast, web, and social media distribution. Equipment and systems experience includes signal routing, server and digital recording operations, broadcast slate generators, and master control switchers.</p>	<p>Associates</p>	<p>1</p>
<p>Specialist III</p>	<p>Provides support for managing client objectives, requirements, and programs. Client programs may include strategy development and consulting; program management and budgeting; market research; communications, including marketing, advertising, events, video production, public relations, digital, social media, paid media, and other outreach activities; system reengineering and integration; supply chain logistics; and analytics and reporting. Assists the broadcast engineer with designing, installing, configuring, integrating, and administrating digital broadcast systems that support the complete broadcast programming production process, including television programming acquisition systems (live camera origination, broadcast fiber, and IP-based streaming) and broadcast control systems.</p>	<p>Bachelor's</p>	<p>0</p>

Management Supervisor	Oversees multiple client engagements by creating an overarching vision. Responsible for developing relationships with client management regarding assigned engagements. Meets with government program manager to discuss performance initiatives and priorities. Manages teams of marketing and engineering professionals who support client programs. Provides solutions to complex problems of diverse scopes where analysis of situations or data requires an in-depth evaluation of various factors.	Master's	5
Account Supervisor	Primary client's point of contact. Manages the day-to-day relationship with key client contacts and successfully focuses the internal team's efforts to ensure projects are completed as planned. Leads all aspects of research, design, and production. Responsible for the technical and engineering part of a major project involving engineering-based support tasks. Manages a team of professionals supporting client programs and the production equipment required. Provides solutions to problems of diverse scope where analysis of situation or data requires an in-depth evaluation of various factors.	Bachelor's	5
Account Executive	Manages specific client projects, including engagements, marketing, advertising, digital services, and engineering tasks. Develop creative briefs focused on client objectives by identifying the key project outcomes, communication messaging, and creative feedback for marketing tasks. Create concept development, requirements analysis, preparation of studies, and preparation of preliminary and final plans associated with engineering tasks. Monitors timelines and budgets and coordinates with the internal team to execute multi-faceted programs.	Bachelor's	1
Account Coordinator	Prepares reports and analyses as needed to support the marketing, logistics, and engineering teams. Keeps records and maintains job progress reports, feasibility studies, and analysis reports. Works on moderately complex assignments. Requires judgment to resolve problems and make recommendations.	Bachelor's	1
Administrative Clerical**	Assists with administrative needs for all department managers and staff. Assists with tasks related to engagement, marketing, technical, and research. Coordinates all telephone, courier, proofreading, billing, accounts receivable and data entry. May be responsible for scheduling and making arrangements for meetings, for researching and securing requested information, and for researching, compiling and proofing of various reports and studies. May take and/or transcribe confidential or technical information, take and distribute meeting minutes, order supplies, distribute mail, answer phones, respond to customer/client/employee inquiries, and perform other office administrative duties.	Bachelor's	1
Research Analyst	Reviews and analyzes research (existing or new) and drafts recommendations for use in marketing plans and strategies supporting technical projects. Coordinate with business and technology teams to ascertain system requirements, such as program functions, output requirements, input data acquisition, and system techniques and controls. Performs statistical analysis to measure campaign success and effective technology solutions.	Bachelor's	3

Project Manager	Manages a variety of client engagements and projects. Participates in all project status and production meetings with clients, outside vendors, and the internal team. Presents to clients and leads training sessions. Ensures client's end-to-end project requirements are met. Plan and implement actions by the program/project team to define and implement technical baseline and meet quality requirements for project/program products and services. Direct project/program team personnel, manage cost and schedule, ensure contract compliance, and serve as program interface. Responsibilities include planning, organizing, directing, and tracking all aspects of the project/program, including schedule, cost, contract, and customer satisfaction. Interfaces with task and functional leaders, subcontractors, support personnel, customers, and upper management. Responsible for managing small to moderate risk projects/programs with responsibility for managing many tasks or functions of a single project/program.	Bachelor's	5
Creative Director	Oversees all creative projects and staff. Is responsible for the overall quality of work produced by the creative team. Ensures client's marketing strategies are translated into creative elements.	Bachelor's	4
Graphic Designer	Manages major creative projects' design, development, and production design assignments. Creates a consistent look and feel among products. Ensures products align with program/project strategy and messaging across all outlets, including print, social media, and websites. Respond to and coordinate requests and meeting deliverables supporting the program, including advising on the design approach for the technology platform utilized. Collaborates with the internal team to develop and create innovative visual solutions that meet client's marketing strategies.	Bachelor's	2
Digital Strategist	Provides interactive marketing strategies for client engagements based on campaign analysis, media analytics, syndicated and primary research. Utilizes deep understanding of client's brand, target audience, and competitive landscape to solidify strategy. Develops insights to provide reporting of campaign activity.	Bachelor's	4
Digital Specialist	Leads and implements digital media initiatives. Implements digital strategies and tactics, tracks, and reports results. Provides updates to clients as needed.	Bachelor's	2
Copywriter	Researches, conceptualizes, writes, proofreads and edits original content, digital experiences, and technical documents supporting procedures and specifications. Partners with creative team to determine overall creative message that is brand consistent and with the technical team to make significant improvements to results.	Bachelor's	5
Media Planner/Buyer	Develops, presents and implements media plans based on strategic research and demographic analysis. Works closely with clients to define strategies for media solutions. Participates in the negotiation and purchase of media and event, and sponsorship packages. Tracks media expenditures to ensure budget compliance.	Bachelor's	3
Media Assistant	Assists with media plans for clients. Conducts media research and statistical analysis for specific media campaigns. Monitors client billing, invoicing and resolves related issues.	Bachelor's	1

Photographer	Creates and prepares photographic images for a wide range of projects. Selects and assembles equipment according to subject material, anticipated conditions, and knowledge of function of various types of cameras, lenses, films, and accessories. Experience in both digital and print.	Bachelor's	3
IT Account Coordinator	Supports the team by preparing reports and analyses as needed. Keeps records and maintains job progress reports in relevant information technology consulting areas, such as resources and facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	1
IT Account Executive	Manages specific client projects by managing the key project outcomes and monitoring timelines and budgets. Coordinates with internal team to execute multi-faceted programs in relevant information technology consulting areas, such as resources and facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	1
IT Account Supervisor	Primary client point of contact for the account. Manages the day-to-day relationship with key client contacts and successfully focuses the efforts of the internal team to ensure projects are completed as planned. Leads all aspects of information technology consulting areas, such as resources and facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	5
IT Administrative Clerical**	Assists with administrative needs related to information technology projects. Coordinates all telephone, courier, proofreading, billing, accounts receivable, and data entry supporting information technology consulting areas, such as resources and facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	1
IT Associate I	Provides support for implementing and managing client objectives, requirements, and information technology programs. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	1
IT Associate II	Manages and supports implementing and managing client objectives, requirements, and information technology programs. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	2

IT Associate III	Leads in implementing and managing client objectives, requirements, and information technology programs. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	3
IT Digital Specialist	Leads and implements digital technology initiatives. Implements digital strategies and tactics, tracks, and reports results. Provides client updates for information technology consulting areas, such as resources and facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	2
IT Director I	Responsible for tasks requiring expertise on client's information technology projects. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	4
IT Director II	Responsible for overseeing tasks requiring expertise on client information technology projects. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	5
IT Director III	Responsible for managing and leading complex tasks requiring high-level information technology expertise. Ensures quality control of the team. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	6
IT Executive I	Provides strategic direction and guidance for implementing and managing client information technology objectives, requirements, and programs. Provides leadership direction across programs, projects, and business processes. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Master's	7

IT Executive II	Responsible for overall strategic direction and guidance for implementing and managing client information technology objectives, requirements, and programs. Provides leadership direction across programs, projects, and business processes. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Master's	10
IT Graphic Designer	Manages major creative projects' design, development, and production design assignments. Creates a consistent look and feel among products supporting information technology projects. Ensures products align with program/project strategy and messaging across all technology-based outlets. Respond to and coordinate requests and meeting deliverables supporting the program, including advising on the design approach for the technology platform utilized.	Bachelor's	2
IT Management Supervisor	Oversees multiple client technology engagements by creating an overarching vision. Responsible for developing relationships with client management on assigned engagements. Meets with government program manager to discuss performance initiatives and priorities. Manages teams of technology professionals supporting client programs. Provides solutions to complex problems of diverse scopes where analysis of situations or data requires an in-depth evaluation of various factors.	Master's	5
IT Manager I	Supports technology project planning, including the vision, work plan, staffing, financials, and risk management. Ensures team quality control. Responsible for ensuring team quality control. Implements practical solutions and methodologies and validates with subject matter experts. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field.	Bachelor's	2
IT Manager II	Manages technology project planning, including the vision, work plan, staffing, financials, and risk management. Ensures team quality control. Responsible for ensuring team quality control. Implements practical solutions and methodologies and validates with subject matter experts. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field. Oversees project preliminary solutions to various problems that may arise expeditiously, efficiently, and timely.	Bachelor's	3

IT Manager III	Leads technology project planning, including the vision, work plan, staffing, financials, and risk management. Responsible for ensuring team quality control. Implements practical solutions and methodologies and validates with subject matter experts. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field. Oversees project teams in analyzing and developing technical documentation detailing the integration and system performance. Provides strategic solutions to various problems that may arise expeditiously, efficiently, and timely.	Bachelor's	4
IT Project Manager	Manages a variety of technology projects. Participates in all project status and production meetings with clients, outside vendors, and the internal team. Ensures client's end-to-end technology project requirements are met. Plan and implement actions by the program/project team to define and implement technical baseline and meet quality requirements for project/program products and services. Direct project/program team personnel, manage cost and schedule, ensure contract compliance, and serve as program interface. Responsibilities include planning, organizing, directing, and tracking all aspects of the project/program, including technology, schedule, cost, contract, and customer satisfaction. Interfaces with task and functional leaders, subcontractors, support personnel, customers, and upper management. Responsible for managing small to moderate risk projects/programs with responsibility for managing many tasks or functions of a single project/program.	Bachelor's	5
IT Specialist I	Provides support for implementing client information technology tasks. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field. Develops products, solutions, and processes using basic principles, theories, and concepts within own technical specialty.	Associates	0
IT Specialist II	Provides support for implementing client technology objectives, requirements, and projects. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field. Develops products, solutions, and processes using basic principles, theories, and concepts within own technical specialty.	Associates	1
IT Specialist III	Provides support for managing client technology objectives, requirements, and programs. Client programs may include strategy development and consulting, program management and budgeting, facilities management, database planning and design, systems analysis and design, network services, programming, conversion and implementation support, network services project management, data/records management, or a related field. Develops products, solutions, and processes using complex principles, theories, and concepts within own technical specialty.	Bachelor's	0

Substitution Matrix

Labor Category	PhD	Master's	Bachelor's	Associate	High School
Executive II & IT Executive II	4	10	12	14	16
Executive I & IT Executive I	1	7	9	11	13
Director III & IT Director III	0	4	6	8	10
Director II & IT Director II	0	3	5	7	9
Director I & IT Director I	0	2	4	6	8
Manager III & IT Manager III	0	2	4	6	8
Manager II & IT Manager II	0	1	3	5	7
Manager I & IT Manager I	0	0	2	4	6
Associate III & IT Associate III	0	0	3	5	7
Associate II & IT Associate II	0	0	2	4	6
Associate I & IT Associate I	0	0	1	3	5
Specialist III & IT Specialist III	0	0	0	2	4
Specialist II & IT Specialist II	0	0	0	1	3
Specialist I & IT Specialist I	0	0	0	0	2
Management Supervisor & IT Management Supervisor	0	5	7	9	11
Account Supervisor & IT Account Supervisor	0	3	5	7	9
Account Executive & IT Account Executive	0	0	1	3	5
Account Coordinator & IT Account Coordinator	0	0	1	3	5
Administrative Clerical** & IT Administrative Clerical**	0	0	1	3	5
Research Analyst	0	1	3	5	7
Project Manager & IT Project Manager	0	3	5	7	9
Creative Director	0	2	4	6	8
Graphic Designer & IT Graphic Designer	0	0	2	4	6
Digital Strategist	0	2	4	6	8
Digital Specialist & IT Digital Specialist	0	0	2	4	6
Copywriter	0	3	5	7	9
Media Planner/Buyer	0	1	3	5	7
Media Assistant	0	0	1	3	5
Photographer	0	1	3	5	7

Other Direct Costs

Service	Unit of Issue	Price
Media Buy	Occurrence	\$445,714.73
Event Booths/Displays and Materials	Event	\$54,604.18
Promotional Items	Campaign	\$52,685.14
Video Production	Project	\$44,471.03
Postage, Deliveries and Mailing Services	Deliverable	\$3,866.56

Description of Other Direct Costs

Media Buy

Includes purchase media (text, graphics, audio, and video).

Event Booths/Displays and Materials

Includes the development and placement of event booth(s)/display(s) and marketing signage.

Promotional Items

Includes promotional merchandise, promotional items, promotional products, and promotional gifts branded with a logo and used in marketing and communication programs. They are given away to promote the agency.

Video Production

Includes production of a 15-second spot to be used on a digital platform. Pre-production, production, and post-production equipment are included.

Postage, Deliveries and Mailing Services

Includes packaging, postage, delivery, and tracking of packages via ground shipment methods.