GENERAL SERVICES ADMINISTRATION
Federal Supply Service
Authorized Federal Supply Schedule Price List

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 GSA Advantage!® is: GSAAdvantage.gov.

Multiple Award Schedule
Code A - Office Management
Code B - Facilities
Code D - Human Capital
Code F - Information Technology
Code G - Miscellaneous
Code H - Professional Services
Code I - Scientific Management and Solutions
Code J - Security and Protection

Contract Number: GS-07F-134GA

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

Period Covered by Contract: July 1, 2022 through June 30, 2027
Price List current through Supplement No: PO-0024 Effective Date: July 1, 2022

Redhorse Corporation
1370 India Street
STE 200
San Diego, CA 92101
www.redhorsecorp.com

Contract Administrator: Bernadine Holmes
Phone: (619) 241-4609 Ext 816
Email: bernadine.holmes@redhorsecorp.com

Business Size: Large
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Redhorse Corporation (Redhorse) provides management and technology consulting and engineering services to help our government and Fortune 500 clients meet their mission, business, security, compliance, and operational challenges – now and into the future. We partner with clients to develop solutions and create distinct customer value through a combination of talented and passionate people, proven processes, and application and integration of technology and data science. Our solutions allow clients to work smarter and gain unique insights and understanding into their organization to improve decision-making and maximize use and impact of resources across their enterprise.

**Facilities Management.** Redhorse provides technical expertise and solutions in support of integrated facilities management, energy, water, sustainability, and operational support services. These services focus on improving building performance, delivering greater efficiency, maximizing facility resource investments, and helping to build a smarter infrastructure platform for facility operations. This includes leveraging Smarter Buildings and workplace transformation (Smarter Occupancy). We collect data, perform data analysis, prepare road maps, model and assess market and business risks, and develop implementation strategies. Our services include:

- Facility planning
- Workforce Planning and needs analysis
- Integrated operations and maintenance
- Enterprise Asset Management System planning, deployment, and analysis
- Reliability Centered Maintenance program development
- High performance sustainable buildings
- Smart buildings

**Security Services.** The growth of complex information technology systems coupled with increased internal and external threats to networks continue to fuel the need to provide overarching security in terms of access, confidentiality, integrity, and availability. This requires organization to develop robust system security architectures and associated controls and procedures to protect assets and systems. With our systems engineering experience coupled with qualified system security personnel, we bring together multiple disciplines to produce robust, cost–effective, and useable security solutions. Our services include:

- Identity Access Management (IAM) implementation, management, and user provisioning
- Social Network Security in the workplace – governance and policy development
- Cloud computing security program development
- Information Security Awareness program development for organizations
- Network architecture design
- Cyber security initiatives preventing, detecting, and responding to attacks
### Customer Information

#### 1a. Awarded Category Numbers:

**Facilities:**
- 334512(RC) Total Solution Support Products for Facilities Management Systems
- 561210SB(RC) Smart Building Systems Integration
- 541690E / RC: Energy Consulting Services
- 561210FAC / RC: Complete Facilities Maintenance and Management

**Security and Protection:**
- 334290(RC) Security and Detection Systems
- 541330L(RC) Security System Integration, Design, Management, and Life Cycle Support
- 611430ST(RC) Security Training

**Office Management**
- 493110RM / RC: Physical Records Management Services
- 561499M / RC: Mail Management, Systems, Processing Equipment and Related Solutions

**Information Technology:**
- 541515 / RC: Information Technology Professional Services
- 541370GEO: Earth Observation Solutions
- 541519ICAM: Identity, Credentialing and Access Management (ICAM)
- 54151HACS: Highly Adaptive Cybersecurity Services (HACS)
- 54151HEAL: Health Information Technology Services

**Professional Services**
- 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
- 541820/ RC: Public Relations Services
- 541910 / RC: Marketing Research and Analysis
- 541613 / RC: Marketing Consulting Services
- 541330ENG / RC: Engineering Services
- 541420 / RC: Engineering System Design and Integration Services
- 541611 / RC: Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
- 541614SVC / RC: Supply and Value Chain Management
- 541614 / RC: Deployment, Distribution and Transportation Logistics Services
- 541715 / RC: Engineering Research and Development and Strategic Planning
- 541620 / RC: Environmental Consulting Services
- 611430 / RC: Professional and Management Development Training
- 562112 / RC: Hazardous Waste Disposal Services
- 541370GIS / RC: Geographic Information Systems (GIS) Services
- 562910REM / RC: Environmental Remediation Services
- 541690: Technical Consulting Services
- 611512: Flight Training
Human Capital
541612HC / RC: Agency Human Capital Strategy, Policy and Operations
Scientific Management and Solutions
541380 / RC: Testing Laboratories
Miscellaneous
ANCILLARY / RC: Ancillary Supplies and/or Services
ANCRA / RC: Ancillary Repair and Alterations
NEW: Introduction of New Supplies and Services
OLM Order Level Materials

1b. Labor Rates: Please see Appendix A for Labor Rates.

1c. Labor Category Descriptions: Please see Appendix B for Labor Category Descriptions.

2. Maximum Order:

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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 or statement of net price:** Government Net Prices (discounts already deducted)

7. **Quantity Discounts:** 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:** Not applicable.

10a. **Time of Delivery:** Determine at Task Order Level.

10b. **Expedited Delivery:** Determine at Task Order Level.

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

10d. **Urgent Requirements:** Determine at Task Order Level.

11. **F.O.B. Points(s):** 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

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

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

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

21. **Preventive Maintenance**: Not applicable

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

22b. **Section 508**: If applicable, Section 508 compliance information on Electronic and Information Technology (EIT) supplies and services will be addressed on a task order basis. The EIT standards can be found at [www.Section508.gov](http://www.Section508.gov): Not applicable

23. **Unique Entity Identifier (UEI) number**: JM1RHRXMLKG8

24. **Notification regarding registration in System for Award Management (SAM) Database**: Redhorse Corporation is registered in the System for Award Management database.
Redhorse Offerings

Redhorse has provided facility and security solutions to Federal and commercial customers since our founding in 2008. Our facility management and security teams work to address some of the most difficult issues facing government leaders by providing professional staff that include asset managers, smart building integrators, building automation system specialists, infrastructure planners, personnel security specialist, physical access specialists, information security specialists, intelligence analysts, and business transformation professionals. We offer expertise in data collection, analytics, and development and management of high-performance networks to improve real-time access to data and enhance decision making and ensure secure systems.

334290(RC) Security and Detection Systems: Ancillary Supplies and/or Services - Ancillary supplies and/or services are support supplies and/or services which are not within the scope of any other SIN on this schedule. These supplies and/or services are necessary to compliment a contractor's offerings to provide a solution to a customer requirement. This SIN may be used for orders and blanket purchase agreements that involve 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. Subject to Cooperative Purchasing.

SIN 541330L: Security System Integration, Design, Management, and Life Cycle Support: Services involving the security integration and/or management discipline which supports security products or systems through their life cycle. Security Systems integration and design services may include but are not limited to those associated with the design, test, production, fielding, sustainment, improvement of cost-effective security and/or protection systems including the eventual disposal or salvage of these systems. Services may include studies and analysis such as risk assessment, threat evaluation, and assessment (including resultant deliverables). Contractors may provide security or protection expertise in the pre-production or design phase of security or protection systems to ensure that the system can be supported through its life cycle and that the infrastructure elements necessary for operational support are identified and acquired. These services may continue through the life cycle of the system or product and may include guidance, assistance and/or operational support. This includes all necessary security management elements.

Services providing the best practices, technologies and methodologies to plan, design, manage, operate, and maintain secure and protected systems, equipment, facilities, and infrastructures. Agency orders may include complete turnkey operations, maintenance and support services, or components thereof as needed to ensure secure and protected systems involving personnel security, physical access, and information security, and reduce life cycle costs. Contractor personnel carrying out these activities, to include management and operating staffs, are not involved with or responsible for the core business of the customer agency placing the order.

Services providing for the design, coding, integration, testing, deploying, repair, and maintenance of integrated security systems. Includes training across all platforms, enterprise wide, for the complete life cycle of the system.

Note: This SIN does not include services related to physical access control that meet the requirements of the GSA FIPS 201 Evaluation Program. Services meeting those requirements can be found under SIN 246-60-5. Subject to Cooperative Purchasing.
SIN 611430ST(RC) Security Training: Emergency Preparedness and First Responder Equipment, Training and Services Includes but not limited to Continuance of Operations Planning (COOP) services, decontamination kits and showers, mass casualty containment trailers, survival/disaster and rapid deployment kits, hazardous material detection equipment and clothing, and emergency response training. Subject to Cooperative Purchasing.

FACILITIES
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 viability 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.


561210SB(RC): Smart Building Systems Integration: Includes the comprehensive integration of building systems and technology using a non-proprietary, open architecture. Typical building systems to be integrated include building automation, telecommunications, security, energy and environmental control, HVAC, etc. Tasks may include, but are not limited to requirements analysis, integration planning, testing, operational training and support, cybersecurity for building control systems, etc. NOTE: Subject to Cooperative Purchasing

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 long-term 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.

SIN 561210FAC / RC: Complete Facilities Maintenance and Management: Includes all services related to the complete operations, maintenance, and repair of federal real property. Real property could include stand-alone facilities and structures such as hospitals and federal buildings to large, multi-facility complexes such as DoD military installations. Services can be ordered individually or in combination. Typical maintenance services include elevator, HVAC, electrical, plumbing, septic, fire alarm/fire suppression, energy management control systems (EMCS), water distribution, septic, telephone, water tanks, renewable energy systems, waste management, recycling, etc. This SIN can also be used for facilities management solutions such as to fulfill a requirement for adequate staff/personnel to help manage federal facility operations. In addition, this SIN provides a complete array of facilities consulting and facilities assessment services.

**INFORMATION TECHNOLOGY**

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. Subject to Cooperative Purchasing.

SIN 541370GEO: Earth Observation Solutions: Provides geospatial earth observation technologies, products, and services to include, but not limited to ground, satellite and aerial based sensor data and imagery; worldwide digital transmission, internet, data, and video services and products through various networks, platforms, and applications. Offerings include global coverage, imagery, analysis, as a service, change detection, human geography, observation as a service, archive storage and distribution, monitoring, base maps (mosaics), and earth observation solutions for accurate, mission critical information for uses to include, but not limited to, environmental, agriculture, meteorology, forestry, fish & wildlife habitats, disaster response and recovery, defense, maritime, mapping, humanitarian support, transportation, and public safety.

SIN 541519ICAM: Identity, Credentialing and Access Management (ICAM): Managed service offerings for electronic credentials (assurance levels IAL, AAL, and FAL), identity and access management, authentication, and identity and access management professional services.

SIN 541519PIV: Homeland Security Presidential Directive 12 Product and Service Components: PIV products and PIV services to implement the requirements of HSPD-12, FIPS-201 and associated NIST special publications. Implementation components specified under this SIN are: * PIV enrollment and registration services, * PIV systems infrastructure, * PIV card management and production services, * PIV card finalization services, * Logical access control products and services, * PIV system integration services. Installation services and FIPS 201 compliant PACS (Physical Access Control System) products.

SIN 54151HACS: Highly Adaptive Cybersecurity Services (HACS): Includes a wide range of fields such as, the seven-step Risk Management Framework services, information assurance, virus detection, network management, situational awareness and incident response, secure web hosting, and backup, security services and Security Operations Center (SOC) services. HACS vendors are cataloged under the five subcategories of High Value Asset Assessments: Risk and Vulnerability Assessments, Cyber Hunt, Incident Response, and Penetration Testing.

SIN 54151HEAL: Health Information Technology Services: Includes a wide range of Health IT services to include connected health, electronic health records, health information exchanges, health analytics, personal health information management, innovative Health IT solutions, health informatics, emerging Health IT research, and other Health IT services. Subject to Cooperative Purchasing.

PROFESSIONAL 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 531210 / RC: Financial Asset Resolution Services: 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: 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.

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 541820 / 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 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 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 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 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.

**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(s) to be used.

**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 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 541715 / RC: Engineering Research and Development and Strategic Planning: Service include conducting research and experimental development (except nanotechnology and biotechnology research and experimental development) in the physical, engineering and life sciences such as; such as agriculture, electronics, environmental, biology, botany, computers, chemistry, food, fisheries, forests, geology, health, mathematics, medicine, oceanography, pharmacy, physics, veterinary and other allied subjects.

Typical tasks include, but are not limited to, 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; requirements analysis, cost/cost performance trade-off analysis, feasibility analysis, developing and completing fire safety evaluation worksheets as they relate to professional engineering services; 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.

NOTE: Services under this NAICS cannot include architect-engineer services as defined in the Brooks Act and FAR Part 2 or construction services as defined in the Federal Acquisition Regulation Part 36 and Part 2.

SIN 541690: Technical Consulting Services: Services include providing advice and assistance on technical domains and issues (except those covered by the environmental, energy, and IT consulting SINs on this Schedule). Typical associated tasks include, but are not limited to strategic planning, feasibility analysis, requirements determination, policy interpretation and support, process analysis and/or development, research studies, testing (other than laboratory testing), program analysis, and associated support tasks.

SIN 611512: Flight Training: Includes aviation and flight training
HUMAN CAPITAL

SIN 541612HC / 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.

SCIENTIFIC MANAGEMENT AND SOLUTIONS

SIN 541380 / RC: Testing Laboratories: 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.

MISCELLANEOUS

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. Subject to Cooperative Purchasing.

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.

SIN NEW: Introduction of New Supplies and Services: Includes the introduction of new supplies, technology and services categorically related to items already on GSA contract, which may be in commercial development and/or not yet introduced to the federal government.

NOTE: When used in conjunction with a Cooperative Purchasing eligible SIN, this SIN is Cooperative Purchasing Eligible.

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

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

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

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

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

NOTE: When used in conjunction with a Cooperative Purchasing eligible SIN, this SIN is Cooperative Purchasing Eligible.
## Appendix A – Redhorse Labor Rates

<table>
<thead>
<tr>
<th>GSA LABOR CATEGORY</th>
<th>Year 6 07/01/2022</th>
<th>Year 7 07/01/2023</th>
<th>Year 8 07/01/2024</th>
<th>Year 9 07/01/2025</th>
<th>Year 10 07/01/2026</th>
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## GSA LABOR CATEGORY

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<tr>
<th>GSA LABOR CATEGORY</th>
<th>Year 6 07/01/2022</th>
<th>Year 6 06/30/2023</th>
<th>Year 7 07/01/2023</th>
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</table>

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

### Service Contract Labor Standards Matrix

<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>
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<tr>
<td>Administrative Support</td>
<td>01013 – Accounting Clerk III</td>
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<tr>
<td>Technician II</td>
<td>30082 – Engineering Technician II</td>
<td>2015-5635</td>
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</table>

The Service Contract Labor Standards, formerly the Service Contract Labor Standards (SCLS), 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/SCLS 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>GSA PRODUCT</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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<tbody>
<tr>
<td>ZIA for Buildings Facility Management Tools - Guiding Principles Compliance,</td>
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<td>07/01/23</td>
<td>07/01/24</td>
<td>07/01/25</td>
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<tr>
<td>LEED-EB Certification, LEED-EB Certification, or LEED-CI Certification</td>
<td>06/30/22</td>
<td>06/30/23</td>
<td>06/30/24</td>
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</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 twenty sustainability metrics and provide a single platform to easily track tasks and identify requirements and due dates.
Appendix C – Redhorse Labor Category Descriptions

Redhorse Labor Category Descriptions

PRINCIPAL II

Functional Responsibility: Senior manager responsible for the management, direction, and operation of major aspects of the business. Manages complex organizations and teams by integrating skills into client-focused, results-oriented consulting solutions. Integrates technical requirements and solutions into business process reengineering requirements and translates concepts into operational improvements and systems.

Education/Experience Qualifications: Bachelor’s degree and 16 years of experience.

PRINCIPAL I

Functional Responsibility: Manager responsible for analyzing, planning, directing, and coordinating activities of designated projects and organizations within the business. Ensures that goals and objectives of those projects and organizations are accomplished within prescribed time frames and budgets. Provides management, organizational, and process improvement services that include planning and strategies, choice analysis, performance optimization, and risk management.

Education/Experience Qualifications: Bachelor’s degree and 12 years of experience.

PROGRAM LEAD

Functional Responsibility: Directs programs to meet customer requirements. Provides overall management of budget and ensures projects and programs are executed within contract parameters. Ensures correct resources and technical approaches are applied. Ensures effective communication between and among the contract management team and the customer.

Education/Experience Qualifications: Bachelor’s degree and 12 years of experience.

BUSINESS CONTROLLER

Functional Responsibility: Supports financial or contractual project requirements. Tracks budgets for multiple projects and communicates frequently internally project managers, and externally with the client regarding adherence to budgets and contract terms and conditions.

Education/Experience Qualifications: Bachelor’s degree and 6 years of experience.

SENIOR PROJECT LEAD

Functional Responsibility: Directs complex projects requiring integration of technical, analytical, financial, and administrative outputs. Provides management, organizational, and execution of project requirements, including planning and strategies, consulting and analysis, compliance and risk management, and management oversight.

Education/Experience Qualifications: Bachelor’s degree and 14 years of experience.
PROJECT LEAD

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 10 years of experience.

PROJECT SPECIALIST

Functional Responsibility: Manages project schedules, 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.

Education/Experience Qualifications: Bachelor’s degree and 5 years of experience.

SUBJECT MATTER SPECIALIST III

Functional Responsibility: Has domain and expertise in designated field or discipline. Provides insight and advice concerning task or project strategic direction and outcomes. May contribute to the evaluation, analysis, and development of recommended solutions. Capable of planning, directing, and implementing initiatives. Analyzes project requirements and develops strategic solutions and tactical plans to meet agency’s needs. Applies principles and methods of the subject matter to specialized solutions. Capable of planning, directing, and implementing initiatives.

Education/Experience Qualifications: Bachelor’s degree and 16 years of experience.

SUBJECT MATTER SPECIALIST II

Functional Responsibility: Has domain and expertise in designated field or discipline. Provides insight and advice concerning task or project strategic direction and outcomes. May contribute to the evaluation, analysis, and development of recommended solutions. Capable of planning, directing, and implementing initiatives. Analyzes project requirements and develops strategic solutions and tactical plans to meet agency’s needs. Applies principles and methods of the subject matter to specialized solutions. Capable of planning, directing, and implementing initiatives.

Education/Experience Qualifications: Bachelor’s degree and 12 years of experience.

SUBJECT MATTER SPECIALIST I

Functional Responsibility: Has domain and expertise in designated field or discipline. Provides insight and advice concerning task or project strategic direction and outcomes. May contribute to the evaluation, analysis, and development of recommended solutions. Capable of planning, directing, and implementing initiatives. Analyzes project requirements and develops strategic solutions and tactical plans to meet agency’s needs. Applies principles and methods of the subject matter to specialized solutions. Capable of planning, directing, and implementing initiatives.

Education/Experience Qualifications: Bachelor’s degree and 8 years of experience.
ENGINEERING SPECIALIST IV

**Functional Responsibility:** Plans and directs complex projects requiring the integration of multiple disciplines and diverse outputs. Applies knowledge across key tasks and high impact assignments. Plans and leads technology assignments. Evaluates performance results and recommends changes affecting performance.

**Education/Experience Qualifications:** Bachelor’s degree and 16 years of experience.

ENGINEERING SPECIALIST III

**Functional Responsibility:** Performs complex projects requiring the integration of multiple disciplines and diverse outputs. Applies knowledge across key tasks and high impact assignments. Supports technology assignments. Evaluates performance results and recommends changes affecting performance.

**Education/Experience Qualifications:** Bachelor’s degree and 10 years of experience.

ENGINEERING SPECIALIST II

**Functional Responsibility:** Assists with complex projects requiring the integration of multiple disciplines and diverse outputs. Applies knowledge across key tasks and high impact assignments. Assists with technology assignments. Supports the evaluation of performance results and recommends changes affecting performance.

**Education/Experience Qualifications:** Bachelor’s degree and 6 years of experience.

ENGINEERING SPECIALIST I

**Functional Responsibility:** Provides research, data collection, and analysis in support of project task requirements. Assists with technology assignments. Helps evaluate performance results and recommends changes affecting performance.

**Education/Experience Qualifications:** Bachelor’s degree and 0 years of experience.

PROGRAM ANALYST IV

**Functional Responsibility:** Directs management analysis processes, develops solutions and strategies based on client requirements. Monitors operational activities to enhance decision making and resource allocation. Oversees the development of projects to achieve performance-based objectives. Leads research and analysis of organizational activities.

**Education/Experience Qualifications:** Bachelor’s degree and 14 years of experience.

PROGRAM ANALYST III

**Functional Responsibility:** Manages the analysis of processes to develop solutions and strategies based on client requirements. Analyzes operational activities to enhance decision-making and resource allocation. Conducts process improvements and develops projects to achieve performance-based objectives. Supports research and analysis of organizational activities.

**Education/Experience Qualifications:** Bachelor’s degree and 10 years of experience.
PROGRAM ANALYST II

Functional Responsibility: Applies management analysis processes to develop solutions and strategies based on client requirements. Assists in the collection and analysis of operational and performance data to support decision-making and resource allocation. Helps identify process improvements and supports the development of projects to achieve performance-based objectives. Provides integral support in research and analysis of organizational activities.

Education/Experience Qualifications: Bachelor’s degree and 6 years of experience.

PROGRAM ANALYST I

Functional Responsibility: Provides assistance to analyze processes to develop solutions and strategies based on client requirements. Supports the collection and analysis of operational and performance data. Assists with the identification of process improvements and supports the development of projects to achieve performance-based objectives. Assists integral support in research and analysis of organizational activities.

Education/Experience Qualifications: Bachelor’s degree and 3 years of experience.

ASSESSOR III

Functional Responsibility: Oversees organizational, program, and project investigations, studies, and evaluations to assist management in operating more efficiently and effectively. Provides research, analysts, consulting, guidance, and project management for the development and implementation of solutions.

Education/Experience Qualifications: Bachelor’s degree and 8 years of experience.

ASSESSOR II

Functional Responsibility: Conducts organizational, program, and project investigations, studies, and evaluations to assist management in operating more efficiently and effectively. Assists with research, analysts, consulting, guidance, and project management for the development and implementation of solutions.

Education/Experience Qualifications: Bachelor’s degree and 4 years of experience.

ASSESSOR I

Functional Responsibility: Supports organizational, program, and project investigations, studies, and evaluations to assist management in operating more efficiently and effectively. Helps support research, analysts, consulting, guidance, and project management for the development and implementation of solutions.

Education/Experience Qualifications: Bachelor’s degree and 0 years of experience.

SECURITY ANALYST IV

Functional Responsibility: Applies expertise on multiple complex work assignments. Leads the development of concept of operations and derives requirements, including preparation of roadmaps, development of prototypes, and SCLSling customized solutions. Assignments may be broad in nature, requiring analysis across customer enterprise. Ensures that essential functions remain functioning through risk analysis, development of mitigation and residency solutions, and enhanced testing and monitoring. Provides analysis, advice, consulting, and recommendations to enhance customer or national security.
Education/Experience Qualifications: Bachelor’s degree and 10 years of experience.

**SECURITY ANALYST III**

**Functional Responsibility:** Provides expertise on multiple complex work assignments. Develops concept of operations and derives requirements, including preparation of roadmaps, development of prototypes, and SCLSlng customized solutions. Assignments may be broad in nature, requiring analysis across customer enterprise. Supports essential functions remain functioning through risk analysis, development of mitigation and residency solutions, and enhanced testing and monitoring. Conducts analysis, advice, consulting, and recommendations to enhance customer or national security.

**Education/Experience Qualifications:** Bachelor’s degree and 8 years of experience.

**SECURITY ANALYST II**

**Functional Responsibility:** Applies fundamental concepts, processes, practices, and procedures on assignments. Assists with the development of concept of operations and derives requirements, including preparation of roadmaps, development of prototypes, and SCLSlng customized solutions. Assignments may be broad in nature, requiring analysis across customer enterprise. Performs risk analysis, helps develop mitigation and residency solutions, and conducts testing and monitoring. Assists analysis, advice, consulting, and recommendations to enhance customer or national security.

**Education/Experience Qualifications:** Bachelor’s degree and 4 years of experience.

**SECURITY ANALYST I**

**Functional Responsibility:** Applies fundamental concepts, processes, practices, and procedures on assignments. Help to develop concept of operations and requirements. Supports risk analysis, development of mitigation and residency solutions, and enhanced testing and monitoring. Provides research, data collection, and analysis to enhance customer or national security.

**Education/Experience Qualifications:** Bachelor’s degree and 0 years of experience.

**FACILITY MANAGEMENT SPECIALIST IV**

**Functional Responsibility:** Manages all aspects of a single property or portfolio of properties including real estate, operations, and financial activities. Leads the improvement of building performance, deliver of greater efficiency, maximize facility resource investments, and help build a smarter infrastructure platform for facility operations. This includes leveraging Smarter Buildings and workplace transformation (Smarter Occupancy) to support high performance buildings. Conducts facility planning, performance metric development, workforce planning and needs analysis, integrated operations and maintenance, enterprise Asset Management System planning, deployment and analysis, reliability centered maintenance program development, and develops and oversees the implementation of facility and infrastructure projects.

**Education/Experience Qualifications:** Bachelor’s degree and 14 years of experience.
FACILITY MANAGEMENT SPECIALIST III

**Functional Responsibility:** Supports the management of all aspects of a single property or portfolio of properties including real estate, operations, and financial activities. Assists with the improvement of building performance, delivery of greater efficiency, maximizing facility resource investments, and helping build a smarter infrastructure platform for facility operations. Conducts facility planning, performance metric development, workforce planning and needs analysis, integrated operations and maintenance, enterprise Asset Management System planning, deployment and analysis, reliability centered maintenance program development, and develops and oversees the implementation of facility and infrastructure projects.

**Education/Experience Qualifications:** Bachelor’s degree and 10 years of experience.

FACILITY MANAGEMENT SPECIALIST II

**Functional Responsibility:** Provides facility management services in support of customer operational, compliance, and security requirements. Functions as member of the integrated 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.

**Education/Experience Qualifications:** Bachelor’s degree and 6 years of experience.

FACILITY MANAGEMENT SPECIALIST I

**Functional Responsibility:** Supports operations and facility administration by maintaining related documentation including operation manuals, user guides, training materials and other system technical documentation. Assists in performing configuration management in support of engineering, security, and compliance requirements. Reviews and analyzes procedures and operations to identify and resolve various problems. Assists in coordinating the implementation of building systems and technology. Provides configuration management and other system life cycle support. Participates in planning, scheduling, and directing assigned tasks and responsibilities. Responsible for preparation of procedures, documentation, and reports.

**Education/Experience Qualifications:** Associate degree and 2 years of experience.

EXECUTIVE ASSISTANT III

**Functional Responsibility:** Performs administrative support tasks of a non-routine and non-repetitive nature. Monitors projects and finances for members of an assigned functional unit. Performs professional level tasks both formal and informal requiring independent judgment, initiative, and tact; determines method of collection and analysis for assigned projects; and prepares complex briefings. Coordinates administrative work within the secretarial and clerical support group. Responsible for preparing various reports, making recommendations for actions, project administration, event planning, office relocation planning, and other duties as assigned.

**Education/Experience Qualifications:** Bachelor’s degree and 12 years of experience.
EXECUTIVE ASSISTANT II

Functional Responsibility: Performs specialized administrative support tasks of a non-routine and non-repetitive nature. Monitors projects and finances for members of an assigned functional unit. Performs professional level tasks both formal and informal requiring independent judgment, initiative, and tact; determines method of collection and analysis for assigned projects; and prepares complex briefings. Coordinates administrative work within the secretarial and clerical support group. Responsible for preparing various reports, making recommendations for actions, project administration, event planning, office relocation planning, and other duties as assigned.

Education/Experience Qualifications: Bachelor’s degree and 8 years of experience.

EXECUTIVE ASSISTANT I

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 3 years of experience.

PROGRAM SUPPORT SPECIALIST IV

Functional Responsibility: Leads research, data collection, analysis, and preparation of program documentation, including technical and financial reporting and other project/program deliverables. Applies principles, practices, and standards of public sector project/program management.

Education/Experience Qualifications: Associate degree and 7 years of experience.

PROGRAM SUPPORT SPECIALIST III

Functional Responsibility: Conducts research, data collection, analysis, and preparation of program documentation, including technical and financial reporting and other project/program deliverables. Applies principles, practices, and standards of public sector project/program management.

Education/Experience Qualifications: Associate degree and 5 years of experience.

PROGRAM SUPPORT SPECIALIST II

Functional Responsibility: Assist with research, data collection, analysis, and preparation of program documentation, including technical and financial reporting and other project/program deliverables. Applies principles, practices, and standards of public sector project/program management.

Education/Experience Qualifications: Associate degree and 3 years of experience.
PROGRAM SUPPORT SPECIALIST I

**Functional Responsibility:** Assist with research, data collection, analysis, and preparation of program documentation, including technical and financial reporting and other project/program deliverables. Applies principles, practices, and standards of public sector project/program management.

**Education/Experience Qualifications:** Associate degree and 0 years of experience.

ON THE JOB TRAINING CONSTRUCTION SURVEILLANCE TECHNICIAN

**Functional Responsibility:** Under general supervision and guidance, the OJT OST trains how to surveil construction to deter technical penetrations and thwart unauthorized building materials and implanted technical collection devices such as eavesdropping or monitoring equipment. The OJT CST also provides assistance to support facility site access controls, screening implementation and inspection procedure, and have basic knowledge of construction and design. It is preferred that the OJT OST have a DOS (SE-630) Construction Surveillance Technician certification.

**Education/Experience Qualifications:** Associate degree and 0 years of experience.

SENIOR PROJECT MANAGER

**Functional Responsibility:** 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.

**Education/Experience Qualifications:** Bachelor’s degree and 14 years of experience.

PROJECT MANAGER

**Functional Responsibility:** 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.

**Education/Experience Qualifications:** Bachelor’s degree and 10 years of experience.

PROJECT COORDINATOR

**Functional Responsibility:** Manages project schedules, 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.

**Education/Experience Qualifications:** Bachelor’s degree and 5 years of experience.
SUBJECT MATTER EXPERT IV  

Functional Responsibility: 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.

Education/Experience Qualifications: Master’s degree and 16 years of experience.

SENIOR SCIENTIST  

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 16 years of experience.

SCIENTIST  

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 10 years of experience.
JUNIOR SCIENTIST
Functional Responsibility: 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.
Education/Experience Qualifications: Bachelor’s degree and 3 years of experience.

SENIOR AIR QUALITY SPECIALIST
Functional Responsibility: 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.
Education/Experience Qualifications: Bachelor’s degree and 16 years of experience.

AIR QUALITY SPECIALIST
Functional Responsibility: 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.
Education/Experience Qualifications: Bachelor’s degree and 10 years of experience.

JUNIOR AIR QUALITY SPECIALIST
Functional Responsibility: 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.
Education/Experience Qualifications: Bachelor’s degree and 3 years of experience.

MANAGING ENERGY CONSULTANT
Functional Responsibility: 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.
Education/Experience Qualifications: Bachelor’s degree and 12 years of experience.
SENIOR ENERGY CONSULTANT

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 8 years of experience.

RESOURCE MANAGER III

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 8 years of experience.

RESOURCE MANAGER II

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 6 years of experience.

RESOURCE MANAGER I

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 2 years of experience.

ENGINEER IV

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 16 years of experience.
**ENGINEER III**

**Functional Responsibility:** 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.

**Education/Experience Qualifications:** Bachelor’s degree and 10 years of experience.

**ENGINEER I**

**Functional Responsibility:** Provides basic technical assistance in engineering under the supervision of more experienced personnel.

**Education/Experience Qualifications:** Bachelor’s degree and 2 years of experience.

**SENIOR SYSTEMS ENGINEER**

**Functional Responsibility:** 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. Research 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.

**Education/Experience Qualifications:** Bachelor’s degree and 8 years of experience.

**APPLICATION DEVELOPER**

**Functional Responsibility:** 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. Research 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.

**Education/Experience Qualifications:** Bachelor’s degree and 5 years of experience.

**AUDITOR III**

**Functional Responsibility:** 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.

**Education/Experience Qualifications:** Bachelor’s degree and 8 years of experience.
SECURITY SPECIALIST II

Functional Responsibility: 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.

Education/Experience Qualifications: 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. Bachelor’s degree and 4 years of experience.

EXECUTIVE ADMINISTRATIVE ASSISTANT III

Functional Responsibility: Performs a variety of administrative functions to support the operations of a program office. Performs specialized administrative support tasks of a non-routine and non-repetitive nature. Monitors projects and finances for members of an assigned functional unit. Performs professional level tasks both formal and informal requiring independent judgment, initiative, and tact; determines method of collection and analysis for assigned projects; and prepares complex briefings. Coordinates administrative work within the secretarial and clerical support group.

Education/Experience Qualifications: Responsible for preparing various reports, making recommendations for actions, project administration, event planning, office relocation planning, and other duties as assigned. Bachelor’s degree and 12 years of experience.

EXECUTIVE ADMINISTRATIVE ASSISTANT II

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 10 years of experience.

EXECUTIVE ADMINISTRATIVE ASSISTANT I

Functional Responsibility: 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.

Education/Experience Qualifications: Associate degree and 5 years of experience.
LOGISTICS SPECIALIST

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 6 years of experience.

TECHNICAL EDITOR/WRITER II

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 10 years of experience.

TECHNICAL EDITOR/WRITER

Functional Responsibility: 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.

Education/Experience Qualifications: Bachelor’s degree and 6 years of experience.

ADMINISTRATIVE SUPPORT III

Functional Responsibility: 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.

Education/Experience Qualifications: High school diploma and 5 years of experience.

ADMINISTRATIVE SUPPORT II

Functional Responsibility: 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.

Education/Experience Qualifications: High school diploma and 3 years of experience.

ADMINISTRATIVE SUPPORT

Functional Responsibility: Assists technical experts with the organization of tasks, preparation for meetings and other sessions, documentation of meeting results, and completion of contractually required paperwork.

Education/Experience Qualifications: High school diploma and 0 years of experience.
TECHNICIAN II

Functional Responsibility: 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.

Education/Experience Qualifications: High school diploma and 2 years of experience.

## 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.