ROBERT D. NIEHAUS, INC.

GSA Multiple Award Schedule (MAS)

Jack Lyon, Business Development Manager
jack@rdniehaus.com | 805-618-1356 | 140 East Carrillo Street | Santa Barbara, CA 93101
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## COMPANY INFORMATION

| Company Information | Robert D. Niehaus, Inc.  
|                     | 140 East Carrillo St.  
|                     | Santa Barbara, CA 93101  
|                     | Phone: 805-962-0611  
|                     | Fax: 805-962-0097  
| Contract Number | GS-10F-0060P  
| Contract Period | 7 Nov 2018 – 6 Nov 2023  
| Website | [www.rdniehaus.com](http://www.rdniehaus.com)  
| DUNS Number | 14-809-6100  
| GSA MAS Award SINS | 541611  
| Business Size | Small Business  
| **Ordering Information** |  
| **Dr. Robert Niehaus**  
| Managing Director |  
| RDN, Inc. |  
| 140 East Carrillo Street  
| Santa Barbara, CA 93101  
| Phone: 805-962-0611  
| Fax: 805-962-0097  
| Email: [drbob@rdniehaus.com](mailto:drbob@rdniehaus.com)  
| **Jack Lyon**  
| Business Development Manager |  
| RDN, Inc. |  
| 140 East Carrillo Street  
| Santa Barbara, CA 93101  
| Phone: 805-618-1356  
| Fax: 805-962-0097  
| Email: [jack@rdniehaus.com](mailto:jack@rdniehaus.com)  
| **Jessica Solis**  
| Contract Administrator |  
| RDN, Inc. |  
| 140 East Carrillo Street  
| Santa Barbara, CA 93101  
| Phone: 805-284-0210  
| Fax: 805-962-0097  
| Email: [jessica@rdniehaus.com](mailto:jessica@rdniehaus.com) |
CUSTOMER INFORMATION
I-FSS-600 Contract Price List

1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s).

- 541611

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply.

NA.

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate “Not applicable” for this item.

**Hourly Labor Rates**

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Economist</td>
<td>$277.33</td>
<td>$284.26</td>
<td>$291.37</td>
<td>$298.65</td>
<td>$306.12</td>
</tr>
<tr>
<td>Senior Economist</td>
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<td>$170.60</td>
<td>$174.87</td>
<td>$179.24</td>
<td>$183.72</td>
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<tr>
<td>Economist</td>
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<td>$87.58</td>
<td>$89.77</td>
<td>$92.01</td>
<td>$94.31</td>
</tr>
<tr>
<td>Senior Market Analyst</td>
<td>$130.75</td>
<td>$134.01</td>
<td>$137.36</td>
<td>$140.80</td>
<td>$144.32</td>
</tr>
<tr>
<td>Market Analyst</td>
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<td>$55.73</td>
<td>$57.13</td>
<td>$58.56</td>
<td>$60.02</td>
</tr>
<tr>
<td>Research Assistant</td>
<td>$42.73</td>
<td>$43.80</td>
<td>$44.90</td>
<td>$46.02</td>
<td>$47.17</td>
</tr>
</tbody>
</table>

**Labor Category Descriptions**

**Principal Economist** – Responsible for overall direction of major programs, including quality control, client satisfaction, scheduling, budgeting, and deliverables. Oversees staff goal-setting and performance and monitors project status to assure timely, on-budget completion. Evaluates systems and staff work-load, and makes resource decisions (personnel, office space, computer equipment). Conducts performance evaluations of staff. Present project findings and their implications to CEOs and senior government officials (SES, political appointees, military commanders, elected officials). Familiar with most fields of economic theory, and highly competent in public-sector economic issues. Holds a Doctorate in economics and has at least 20 years of experience.

**Senior Economist** – Directs technical performance on projects. Assigns staff to projects and coordinates their activities. Oversees project team accomplishments. Prepares or edits technical reports. Recommends staffing and resource levels. Responsible for multiple simultaneous tasks. Develops and maintains relationships with key clients and their staff. Formulates project plans and budgets. Provides quick response to client requests for supplemental information, technical data, and policy analysis and interpretation. Serves as primary point person for multiple projects. Highly competent in selected fields of economic theory and analysis. Holds a Master’s degree in economics and has at least 10 years of experience.
Economist – Creates and maintains complex databases and computerized economic models. Designs and implements analysis plans. Provides technical and administrative support on project-related issues. Applies principles of economic theory to solve client problems. Composes, edits, and produces technical documents and internet-based files and project deliverables. Responsible for technical dimensions of multiple projects, including complex computer applications to solve project-related problems using spreadsheet, database, and econometric software. Prioritizes and performs multiple concurrent tasks. Assists with customer service tasks, including responding to requests for technical information. Holds a Bachelor’s degree in economics and has at least two years of experience.

Senior Market Analyst – Responsible for technical project performance. Coordinates staff activities on multiple concurrent projects. Develops and implements analysis and technical plans. Provides quick responses to client requests. Assists in project planning and budgeting and makes recommendations for resources and staffing. Conducts research, surveys, and analyses using primary data on multiple projects. Prepares or edits technical reports. Reviews work of project team members to assure quality and compliance with project specifications and goals. Highly competent in survey methods and possessing a broad social sciences background. Holds a Master’s degree in social science and has at least 10 years of experience.

Market Analyst – Responsible for primary data collection and analysis on multiple concurrent projects. Performs in-person and telephone interviews. Prepares data summaries. Maintains data files and project records. Prepares maps, graphic summaries of data, and elements of technical reports. Proof-reads and edits technical documents. Assists with report production and delivery. Works as part of project team to compile data, prepare analyses, and develop technical reports. Maintains current knowledge of housing market conditions. Holds a Bachelor’s degree in social science and has at least two years of experience.

Research Assistant – Responsible for data entry and project filing systems. Catalogs project records. Assists with telephone interviews under supervision of other staff. Follows direction in performing project tasks related to database management and maintenance. Assists with technical editing and general office duties. Provides support in responding to client requests. Answers broad inquiries from clients and the general public. Is a Bachelor’s degree candidate in social science or related fields.

2. Maximum order.

$1,000,000

3. Minimum order.

$100

4. Geographic coverage (delivery area).

Worldwide

5. Point(s) of production (city, county, and State or foreign country).

City of Santa Barbara, Santa Barbara County, California

6. Discount from list prices or statement of net price.

All prices listed are net prices and include discounts.
7. Quantity discounts.
   
   NA

8. Prompt payment terms. Note: Prompt payment terms must be followed by the statement "Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions."

   NET 30

9a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold.

   Accepted

9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold.

   Accepted

10. Foreign items (list items by country of origin).

   NA

11a. Time of delivery. (Contractor insert number of days.)

   Specified in Task Order

11b. Expedited Delivery. The Contractor will insert the sentence “Items available for expedited delivery are noted in this price list.” under this heading. The Contractor may use a symbol of its choosing to highlight items in its price lists that have expedited delivery.

   NA

11c. Overnight and 2-day delivery. The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery.

   NA

11d. Urgent Requirements. The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the Contractor’s representative to effect a faster delivery.

   NA

12. F.O.B. point(s).

   Destination

13a. Ordering address(es).

   140 East Carrillo Street, Santa Barbara, California, 93101
13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s) are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. Payment address(es).

   **140 East Carrillo Street, Santa Barbara, California, 93101**

15. Warranty provision.

   **Standard Commercial Warranty**

16. Export packing charges, if applicable.

   NA

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level).

   **Standard Terms and conditions as any Credit Card Purchase.**

18. Terms and conditions of rental, maintenance, and repair (if applicable).

   NA

19. Terms and conditions of installation (if applicable).

   NA

20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable).

   NA

20a. Terms and conditions for any other services (if applicable).

   NA

21. List of service and distribution points (if applicable).

   NA

22. List of participating dealers (if applicable).

   NA

23. Preventive maintenance (if applicable).

   NA

24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants).

   NA
24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor’s website or other location.) The EIT standards can be found at: www.Section508.gov./

NA

25. Data Universal Number System (DUNS) number.

14-809-6100

26. Notification regarding registration in System for Award Management (SAM) database.

Registered
ABOUT RDN

Robert D. Niehaus, Inc. (RDN) is a professional economic consulting firm, established in 1983 and located in Santa Barbara, California. Our specialization is regional and resource economic analysis for public/private agencies and utilities. We provide life-cycle benefit-cost (business case) analyses; economic and market forecasts and evaluations; project financial feasibility and economic assessments; regulatory impact studies; economic impact assessments; and survey services specific to client needs. We are a small business with a staff of 20 economists and market analysts with training and expertise in economics, quantitative analysis, applied research, and public policy. Our multi-lingual, interdisciplinary staff members have Ph.D., M.A., and B.A. degrees in economics, applied social research, and related fields. We are a certified Small Business.

Figure 1: RDN Worldwide Project Locations

We have successfully completed a broad range of analyses worldwide to include:

- **Life-cycle benefit-cost or business case analyses** for housing, administrative, and other facilities.
- **Local economic, demographic, and market forecasts** to project requirements for Federal installations and designated market areas.
- **Economic and socioeconomic impact assessments** using econometric and input-output techniques applied to major Federally-funded or -approved projects – military base realignments and closures, weapon system deployments, offshore oil and gas development, high-speed rail system construction and operation, nuclear project implementation, and others.
- **Water rate analysis, demand forecasting, and resource allocation** studies for river basins, municipalities, and water utilities.
- **Economic analysis of Federal civil works projects** for flood control, recreation, and other water resources management options.
- **Resource valuation studies** for estuaries, coastal views, sport/commercial fishing, and other issues.
- **Econometric rent and price comparability analyses** for housing, water, and other markets.
- **Environmental regulatory assessments** for global atmospheric modification and pesticide use.
MULTIPLE AWARD SCHEDULE (MAS) OFFERINGS

Our primary focus is the application of economic analysis to public-sector requirements and private-sector decision-making. Our services are extremely valuable to clients as they assess the market realities they face and determine the most cost-effective ways to achieve their goals. The linkages between market forces and public policies and projects are generally critical in determining the need for or most appropriate form of government and private action. Our specialized expertise is in characterization of market forces and assessment of how public and private sector actions can be most effective. Our program and policy evaluation and market analysis consulting services fall into several areas of expertise: military housing economics, water resources and supply, environmental projects, community socioeconomic impact assessments, and industry economics.

ECONOMICS AND SOCIOECONOMICS

Since RDN’s founding in 1983, we have specialized in economic analyses for public- and private-sector clients. These include cost-benefit analyses to evaluate the net costs of public-sector projects such as military housing, flood protection, and government research and development facilities and programs; financial feasibility evaluations of public-private partnerships for outsourced facilities and services; and economic impact studies quantifying the benefits of data transfer standards in the transportation and electronics industries. Our economic and socioeconomic impact assessments have applied econometric and input-output techniques to major Federally-funded or approved projects such as military base realignments and closures (BRAC), weapons systems deployments in the US and abroad, offshore oil and gas development, major fossil fuel plant construction, reuse plans for closed military installations, high-speed rail system construction and operation, uranium mining projects, and others.

Assuring the economic viability of certain economic sectors – aerospace, aircraft, ground transportation, information technology, and essential metals, for example – is a vital interest of the US Department of Defense. We have assisted the US Air Force in determining the impacts of major defense systems on national and regional economic activity. We have accomplished many regional and microeconomic assessments of industries of key interest. We have assisted the US Environmental Protection Agency in assessing the outlook for West Coast port trade volumes and prepared long-term trade and economic forecasts for the Southern California Association of Governments. We have provided regional tourism assessments evaluating the characteristics of visitor demand as a step in promoting tourism as a “clean export industry”. This has helped to bring significant economic benefits to regions while encouraging the preservation or development of the assets that create visitor demand. Additionally, we assisted the states of Alaska and California in determining appropriate policies for fishery resource use based on market demands from recreational and commercial sources.
We have evaluated the probable size of markets newly created by advances in technology, changes in regulatory requirements, or other institutional factors.

**MARKET ANALYSIS**

RDN offers a broad spectrum of expertise and experience in market analyses within a variety of industries. Our analyses have been used to inform private and public policy and development decisions committing billions of dollars.

We have prepared housing market and requirements analyses that assess housing conditions in communities serving Department of Defense, Department of Homeland Security, and other government agency installations to determine the need for the Federal government to provide housing directly to its personnel. These are particularly important in the military sector as the services continuously rebalance their programs and reallocate resources both domestically and overseas. These market analyses project the extent to which local housing markets can provide housing meeting defined standards for location, cost, size, and quality, and conversely determine those instances in which the market would fail to provide the needed housing. Our work in this area has assisted the Federal government in focusing billions of dollars in housing investments and privatization actions.

Our expertise in cost-effective data collection and market analysis has been utilized in collecting land use and cost data to determine market rate land use fees for the US Forest Service; performing a market analysis and forecast for a technology startup that was seeking to create a new internet service based on recent software advances; developing a game-theory framework for estimating upper and lower bounds of a potential market for use in development of business plans and obtaining venture capital financing; a post-Hurricane Katrina market assessment for the US Navy, and the accomplishment of hundreds of military installation-specific housing market analyses worldwide for our Federal clients.

**ENVIRONMENTAL SUPPORT**

We have played major roles in environmental assessment efforts for significant Federal and California projects since 1983 under both NEPA and CEQA mandates.

These actions have included missile system deployment, nuclear research and production facility development, offshore oil development, military base realignment and closure (BRAC), weapons system testing, land disposal, and housing development. Our efforts have encompassed the following:

**National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) Compliance**
We have prepared all or portions of NEPA documents – environmental assessments or impact statements – for a broad range of Federal actions. We have likewise made substantial contributions to CEQA documents, including joint NEPA-CEQA efforts such as those required for offshore oil development in Federal waters.

**Environmental Baseline Surveys (EBS)**

These surveys establish the basis for determining if and what types of remedial actions may be needed to mitigate prior pollution. We have contributed to the preparation of environmental baseline surveys at many facilities.

**Environmental Cost-Benefit Analyses**

Analyzing environmental regulations is a critical field for applying cost-benefit analysis. These applications include both market and non-market effects critical to decision making. We have prepared cost-benefit analyses of alternative Federal actions affecting stratospheric modification (accumulation of greenhouse gases and depletion of ozone) for the US Environmental Protection Agency in addition to estimating social costs associated with regulation of agricultural pesticides and uranium mining operations.

**SURVEY DESIGN AND IMPLEMENTATION**

Survey data compiled for specific populations critical to accomplishment of client objectives are generally the most reliable source of information on market characteristics and program requirements.

We have accomplished this through a variety of implementation mechanisms to include online, paper, and email surveys. Our survey services concentrate on four technical areas: personnel surveys, household surveys, program beneficiary surveys, and survey support.

**Personnel Surveys**

Organizations frequently need current and accurate information on the demographic characteristics and preferences of their own personnel. Of particular importance in this area is the need for good housing information for US military personnel. We have extensive experience in designing and implementing detailed surveys of the demographic and housing characteristics of military personnel. We use this information to provide critical program management information on housing requirements to the headquarters of each of the armed services. We have performed these services for all four military services at more than 40 installations worldwide.

**Household Surveys**

Clients may require assistance in conducting surveys of households to ascertain key program behavior parameters. We have performed such surveys for transportation and sport-fishing industries. For the San Bernardino Association of Governments we conducted household surveys to compile data needed to forecast demand for alternative non-highway transportation systems between the Big Bear Mountains ski resorts and the Los Angeles Basin. For the states of Alaska and California we conducted household surveys to estimate sport-fishing demand and market and non-market values of outdoor recreation. In both cases we developed a representative sample of potential users, identified names and addresses from official government sources, conducted the survey, performed follow-up calls as needed, entered and validated
the responses, tabulated the results, and used the resulting databases to estimate econometric demand models for the activities.

**Program Beneficiary Surveys**

Our clients need to know whether their programs, products and services are effective in reaching intended populations and achieving desired goals. We have performed such surveys for the California State Department of Education to assess impacts of selected courses on student lives post-graduation and Housing Preference Surveys for military members.

**Survey Support**

Clients may have the capacity to administer surveys in-house, but need assistance with the processing and analysis of the survey data collected. For example, we have worked in tandem with numerous military installations to collect, compile, and analyze survey data for their personnel in uniform. The bases conducted the surveys and performed the initial data entry, while we checked and proofed the data, summarized, tabulated, and analyzed the results for use in follow-on analyses.

**Protecting Survey Participant Privacy**

RDN has been retained by the military services to produce accurate, relevant statistics about military personnel, but we recognize that it is your information that we collect to produce these statistics.

At RDN, we are committed to handling your information with responsibility and respect. We maintain physical, electronic and procedural safeguards that comply with federal standards to protect your privacy. Federal laws that protect the confidentiality of your information include the Confidential Information Protection and Statistical Efficiency Act and the Privacy Act.

**TRAINING AND EDUCATIONAL SUPPORT**

We have provided our military clients with course development and on-site training for a variety of military housing topics. We developed multi-module training curricula which included classroom sessions for military, government civilians, and other civilian personnel.

Course topics included tiered levels of detail and complexity for a variety of housing topics. Training typically comprised week-long courses conducted by our instructors at regional locations determined by the client. Materials produced and provided by our staff included a Course Leader’s Guide, Participant’s Guide, Participant’s Workbook, and briefs for course delivery all pre-loaded on individual iPads for each course attendee.

Our ability to translate complex, disparate, and numerous subject matters into easy-to-understand, relevant, and applicable course material helped to streamline many of the practices employed by military housing professionals. We pride ourselves in being able to effectively and efficiently collaborate with our clients to craft clear learning objectives, instructional mechanisms, and testing metrics to ensure all courses have the greatest beneficial impact on the target audience.

**WATER RESOURCE PLANNING**

**Municipal and Industrial Water Demand and Rate Analyses**
RDN recently provided a rate analysis and 20-year revenue forecast for the Fremont Valley Preservation Project. We gave our client guidance on project pricing, general management strategy, and mitigation of potential project risks. Critical issues addressed included the demand, supply, and conveyance facilities in Southern California’s enormous regional water market; a review of the essential elements of water demand, supply, and pricing for the water agencies in Southern California most likely to serve as customers and partners for the FVPP; and cost of service analysis deriving prices consistent with alternative sales scenarios.

We prepared an econometric analysis of municipal and industrial (M&I) water demand with forecasts of water use for the water system serving the communities of Calipatria and Niland in Imperial County, California. Driven by Environmental Protection Agency (EPA) water quality improvement requirements under the Safe Drinking Water Act, our client (Golden State Water Company) was obligated to develop plans for costly upgrades to the facilities treating raw water purchased from the Imperial Irrigation District for retail distribution to the customers in these communities. We estimated the short-term and long-term price sensitivity of local demand for water, using time series data on water sales as well as values developed for other areas in the arid southwestern United States. We then used this demand-curve structure to forecast community M&I water consumption. Our analysis formed the basis for the Company’s planning to set local rates, obtain an EPA grant to assist with facility costs, and implement treatment plant improvements in a manner that was economically viable for community residents.

Water-Related Economic Analyses

We successfully completed a broad-scoped water rate economic analysis for the U.S. Bureau of Reclamation, the Santa Barbara County Water Agency, and the Cachuma Project Authority which assessed the impacts of alternative patterns of future Cachuma Project water availability and costs. For several local entities (the cities of Santa Barbara and Carpinteria, as well as the Goleta Water District, Montecito Water District, and Santa Ynez River Conservation District) we estimated cost-recovery water rates based on multiple scenarios of water available for municipal and industrial (M&I) use, agricultural use, and in-stream (environmental) uses. Because most local entities had multiple water sources available, at varying raw water and treatment costs, we estimated a long-run water supply cost function for each agency and measured it against projected water demands. Our analysis, completed in 1995 at about the time the City adapted its current water rate structures, encompassed the local economic impacts of these alternative water sales and prices. This analysis also formed the basis of the assessment of growth inducement effects in the combined NEPA/CEQA Environmental Impact Statement/Report (EIS/EIR).

We prepared an economic analysis of residential and commercial development projections for the service areas of the Goleta Sanitary District and Goleta West Sanitary District in Santa Barbara County in support of the districts’ wastewater treatment capacity planning programs. Our analysis assessed the feasibility of the development projections given projected demand and market conditions. The report summarized...
projections for housing units, commercial and industrial space, and hotel rooms; compared projected
development rates to recent building activity in the sanitary district areas; reviewed historic population
growth and housing development; and assessed commercial and industrial development in relation to
past and projected future job growth. Our firm performed this work as a subcontractor to Dudek &
Associates, Inc. Our work provided the validation these agencies needed to assure their multi-million-
dollar capacity plans were economically viable.

We analyzed groundwater use and management in Santa Barbara County to help develop planning
guidelines affecting water and environmental agencies; local water purveyors; environmental, business,
labor, and agricultural interest groups; and private individuals. Our study provided an overview of
potential economic issues that could be expected to emerge if changes in groundwater use and
management were instituted in the county. Agriculture is the leading user of groundwater in the county,
though municipal and industrial users also are vitally dependent on groundwater supplies. Policies
governing groundwater availability among competing uses over time have important
implications for use of surface water and other water sources, choice of agricultural
practices, costs of water to all users, and long-
term sustainability of production in agriculture and other sectors. We identified
the current status of water use and
groundwater depletion in the county,
including the dominant role of agriculture;
examined the importance of agriculture in
the county economy; summarized the basic
policy approaches available to the county for
groundwater management; and provided an initial evaluation of the principal socioeconomic implications
of each type of approach. Our report in addition provided a computerized listing of abstracts,
dissertations, and other economic literature from technical and academic databases and catalogs for
further research by county staff.

WATERECON RATE MODEL

Public water agencies are required by law to operate so that their costs are recovered from water sales.
Market discipline requires that investor-owned water utilities operate in much the same way, with
allowances for competitive returns to their shareholders. We have assisted both public and investor-
owned water utilities with critical components of their rate setting, demand forecasting, and resource
management functions. This work has been performed throughout California, with particular focus on
drought contingencies, conservation, and usage tradeoffs among agriculture, municipal, and other uses.
RDN’s rate-setting model, WaterEcon, is unique in its emphasis on identifying sustainable rate structures under varying water demand, supply, and weather scenarios. Key inputs are local-agency customer account water usage, household demographic characteristics, weather, recent actual rate structures, and conservation policies. The model uses rigorously developed econometric relationships to forecast aggregate agency water demand. It consequently allows agency rate-setting to be founded on how responsive customers are to changes in water rates (i.e., the price elasticity of water demand) and year-to-year variations in weather patterns. It uses alternative weather scenarios (normal, wet, and dry years) to inform our revenue requirements, cost of service, and rate-setting analyses. WaterEcon addresses the simultaneous impacts of variability in water supply and demand, alternative rate structures, and potential conservation policies on agency revenues. It therefore permits agencies to identify sustainable rate structures and rate adjustments necessary to assure the stability of agency finances under varying weather and conservation conditions.

We have conducted both comparative rate studies and cost-recovery water rate analyses for private and public entities throughout California. Additionally, we have projected municipal, industrial, and agricultural water demands for public and investor-owned water systems in both economically depressed areas and diverse jurisdictions. Water demand functions were developed incorporating population growth, planted acreage, and water prices.

WATER EFFICIENCY CALCULATOR

RDN, in concert with technical experts in the field of water resource management, has designed a Water Efficiency Calculator (watch the webinar here) as a powerful tool for water agencies’ use. Our calculator enables water agencies to recognize which customers use water efficiently, under legislative guidelines (or variable inputs set by an agency), and identify customers who use water inefficiently.

This tool provides water agencies with a targeted public outreach option. As a result, the data and analysis we are able to provide can make necessary efforts to meet drought restrictions more effective with water agencies’ time and money,
with the ability to target those customers who waste water and/or do not meet the drought goal through a focused public outreach campaign. We help to provide agencies a direct path to those customers who need to reduce water usage in order to meet agency requirements.

RDN recently demonstrated this tool during an educational workshop for board members of a Southern California water agency. Specifically, the functionality of the calculator was demonstrated as a value-add tool during water supply emergencies (drought or other). The examples below were taken from actual customer data and show (1) the customer’s water budget (based on CA guidelines, 80% evapotranspiration, and 55gpd indoor target use), (2) the actual customer’s use, and (3) an adjusted water budget given the CA request for a 20% drought usage reduction.

In the short term, the Water Efficiency Calculator helps agencies identify who are efficient and inefficient water users, accurately target the biggest water wasters for the highest conservation payoff, use staff and monetary resources effectively, and avoid the public relations pitfall of asking already efficient water users to conserve more. In the long term, the Water Efficiency Calculator helps to reduce water waste and move agencies towards longer-term conservation goals (such as CA’s 20 x 2020 legislation). Data used by the calculator can be used to populate a financial model to test the impact of water budget rates as well.

**MAS LABOR CATEGORY DESCRIPTIONS**

**Principal Economist** – Responsible for overall direction of major programs, including quality control, client satisfaction, scheduling, budgeting, and deliverables. Oversees staff goal-setting and performance and monitors project status to assure timely, on-budget completion. Evaluates systems and staff work-load, and makes resource decisions (personnel, office space, computer equipment). Conducts performance evaluations of staff. Present project findings and their implications to CEOs and senior government officials (SES, political appointees, military commanders, elected officials). Familiar with most fields of economic theory, and highly competent in public-sector economic issues. Holds a Doctorate in economics and has at least 20 years of experience.

**Senior Economist** – Directs technical performance on projects. Assigns staff to projects and coordinates their activities. Oversees project team accomplishments. Prepares or edits technical reports. Recommends staffing and resource levels. Responsible for multiple simultaneous tasks. Develops and maintains relationships with key clients and their staff. Formulates project plans and budgets. Provides quick response to client requests for supplemental information, technical data, and policy analysis and interpretation. Serves as primary point person for multiple projects. Highly competent in selected fields of economic theory and analysis. Holds a Master’s degree in economics and has at least 10 years of experience.

**Economist** – Creates and maintains complex databases and computerized economic models. Designs and implements analysis plans. Provides technical and administrative support on project-related issues. Applies principles of economic theory to solve client problems. Composes, edits, and produces technical documents and internet-based files and project deliverables. Responsible for technical dimensions of multiple projects, including complex computer applications to solve project-related problems using spreadsheet, database, and econometric software. Prioritizes and performs multiple concurrent tasks. Assists with customer service tasks, including responding to requests for technical information. Holds a Bachelor’s degree in economics and has at least two years of experience.
**Senior Market Analyst** – Responsible for technical project performance. Coordinates staff activities on multiple concurrent projects. Develops and implements analysis and technical plans. Provides quick responses to client requests. Assists in project planning and budgeting and makes recommendations for resources and staffing. Conducts research, surveys, and analyses using primary data on multiple projects. Prepares or edits technical reports. Reviews work of project team members to assure quality and compliance with project specifications and goals. Highly competent in survey methods and possessing a broad social sciences background. Holds a Master’s degree in social science and has at least 10 years of experience.

**Market Analyst** – Responsible for primary data collection and analysis on multiple concurrent projects. Performs in-person and telephone interviews. Prepares maps, graphic summaries of data, and elements of technical reports. Proof-reads and edits technical documents. Assists with report production and delivery. Works as part of project team to compile data, prepare analyses, and develop technical reports. Maintains current knowledge of housing market conditions. Holds a Bachelor’s degree in social science and has at least two years of experience.

**Research Assistant** – Responsible for data entry and project filing systems. Catalogs project records. Assists with telephone interviews under supervision of other staff. Follows direction in performing project tasks related to database management and maintenance. Assists with technical editing and general office duties. Provides support in responding to client requests. Answers broad inquiries from clients and the general public. Is a Bachelor’s degree candidate in social science or related fields.

**MAS SCHEDULE HOURLY LABOR RATES**

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Economist</td>
<td>$277.33</td>
<td>$284.26</td>
<td>$291.37</td>
<td>$298.65</td>
<td>$306.12</td>
</tr>
<tr>
<td>Senior Economist</td>
<td>$166.44</td>
<td>$170.60</td>
<td>$174.87</td>
<td>$179.24</td>
<td>$183.72</td>
</tr>
<tr>
<td>Economist</td>
<td>$85.44</td>
<td>$87.58</td>
<td>$89.77</td>
<td>$92.01</td>
<td>$94.31</td>
</tr>
<tr>
<td>Senior Market Analyst</td>
<td>$130.75</td>
<td>$134.01</td>
<td>$137.36</td>
<td>$140.80</td>
<td>$144.32</td>
</tr>
<tr>
<td>Market Analyst</td>
<td>$54.38</td>
<td>$55.73</td>
<td>$57.13</td>
<td>$58.56</td>
<td>$60.02</td>
</tr>
<tr>
<td>Research Assistant</td>
<td>$42.73</td>
<td>$43.80</td>
<td>$44.90</td>
<td>$46.02</td>
<td>$47.17</td>
</tr>
</tbody>
</table>

The Service Contract Act (SCA) is applicable to this contract and as it applies to the entire Multiple Awards Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and/or when the Contractor adds SCA labor categories / employees to the contract through the modification process, the Contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and applicable wage determination (WD) number. Failure to do so may result in cancellation of the contract.