Emerson Human Capital Consulting, Inc.
2199 Harbor Bay Parkway
Alameda, CA, 94502-3019
https://www.emersonhc.com
POC For Contract Administration: Tricia Emerson
POC Email: accounting@emersonhc.com
Phone: (510) 545-4435 ext. 101

Business Size: Small-disadvantaged, women-owned business concern

Contract Number: 47QRAA21D0030
Contract Period: February 24, 2021 – February 23, 2026
Price list current through PA-0002, effective February 25, 2021

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov. On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The INTERNET address GSA Advantage!® is: GSAAAdvantage.gov.
Customer Information

1. Awarded Special Item Numbers:

<table>
<thead>
<tr>
<th>SIN</th>
<th>Recovery</th>
<th>SIN Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>541611</td>
<td>541611RC</td>
<td>Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services</td>
</tr>
<tr>
<td>541612HC</td>
<td>541512HCRC</td>
<td>Agency Human Capital Strategy, Policy and Operations</td>
</tr>
<tr>
<td>611430</td>
<td>611430RC</td>
<td>Professional and Management Development Training</td>
</tr>
<tr>
<td>OLM</td>
<td>OLMRC</td>
<td>Order-Level Materials (OLM)</td>
</tr>
</tbody>
</table>

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract:
Not Applicable

1c. Hourly rates:
See Pg. 5

2. Maximum order:
$1,000,000

3. Minimum order:
$100

4. Geographic coverage (delivery area):
Domestic

5. Point(s) of production:
Same as Contractor

6. Discount from list prices or statement of net price:
GSA prices are Net

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:
None

10a. Time of Delivery:
As Negotiated
10b. Expedited Delivery:
Contact Contractor

10c. Overnight and 2-Day Delivery:
Contact Contractor

10d. Urgent Requirements:
When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering agency, agencies are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering agency, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract. Contact Contractor.

11. F.O.B. Point:
Destination

12a. Ordering Address:
2199 Harbor Bay Parkway
Alameda, CA, 94502-3019
Phone: (510) 545-4435 ext. 305
Email: accounting@emersonhc.com

12b. 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.

13. Payment Address:
2199 Harbor Bay Parkway
Alameda, CA, 94502-3019
Phone: (510) 545-4435 ext. 305
Email: accounting@emersonhc.com

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:
   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. Preventative Maintenance:
   Not Applicable

22a. Special Attributes, Such as Environmental Attributes:
   Not Applicable

22b. Section 508 Compliance: 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/.
   Not Applicable

23. Data Universal Number System (DUNS) Number:
   132103347

24. Notification Regarding Registration in System for Award Management (SAM) Database:
   Registered, CAGE: 3HLK0

### GSA Labor Category Pricing

<table>
<thead>
<tr>
<th>SIN(s)</th>
<th>Labor Category</th>
<th>GSA Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>541612HC, 541611, 611430</td>
<td>Analyst Level 1</td>
<td>$98.74</td>
</tr>
<tr>
<td>541612HC, 541611, 611430</td>
<td>Analyst Level 2</td>
<td>$138.24</td>
</tr>
<tr>
<td>541612HC, 541611, 611430</td>
<td>Consultant Level 1</td>
<td>$202.42</td>
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<tr>
<td>541612HC, 541611, 611430</td>
<td>Consultant Level 2</td>
<td>$212.29</td>
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<tr>
<td>541612HC, 541611, 611430</td>
<td>Manager level 1</td>
<td>$246.85</td>
</tr>
<tr>
<td>541612HC, 541611, 611430</td>
<td>Manager Level 2</td>
<td>$261.66</td>
</tr>
<tr>
<td>541612HC, 541611, 611430</td>
<td>Associate Director</td>
<td>$306.10</td>
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<tr>
<td>541612HC, 541611, 611430</td>
<td>Client Director</td>
<td>$320.91</td>
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<tr>
<td>541612HC, 541611, 611430</td>
<td>Senior Client Director</td>
<td>$375.21</td>
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<tr>
<td>541612HC, 541611, 611430</td>
<td>Line of Business Director 1</td>
<td>$414.71</td>
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### Training Courses

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course Length</th>
<th>Minimum Participants</th>
<th>Maximum Participants</th>
<th>GSA Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emerson Human Capital Professional and Management Development Training</td>
<td>Per Day</td>
<td>1</td>
<td>50</td>
<td>$19,647.36</td>
</tr>
<tr>
<td>Emerson Human Capital Course Facilitation</td>
<td>Per Day</td>
<td>1</td>
<td>50</td>
<td>$4,937.03</td>
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<tr>
<td>Familiar, Controlled Successful</td>
<td>4 hours</td>
<td>15</td>
<td>50</td>
<td>$14,811.08</td>
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<tr>
<td>Assets &amp; Liabilities</td>
<td>4 hours</td>
<td>15</td>
<td>50</td>
<td>$22,166.25</td>
</tr>
<tr>
<td>Company Topography</td>
<td>4 hours</td>
<td>15</td>
<td>50</td>
<td>$22,166.25</td>
</tr>
<tr>
<td>Executive Alignment</td>
<td>4 hours</td>
<td>15</td>
<td>50</td>
<td>$22,166.25</td>
</tr>
<tr>
<td>Key Behaviors and 90-Day Practice</td>
<td>4 hours</td>
<td>15</td>
<td>50</td>
<td>$22,166.25</td>
</tr>
<tr>
<td>Change Basics for Managers</td>
<td>4 hours</td>
<td>15</td>
<td>50</td>
<td>$19,748.11</td>
</tr>
</tbody>
</table>

### Labor Category Descriptions

**ACCEPTABLE EQUIVALENCIES**
A Master's Degree can be substituted for 5 years of related experience. 5 years of related experience can be substituted for a Bachelor’s Degree.

**Analyst Level 1**

**Functional Responsibilities:** Level 1 Analysts have strong skills in communication, critical thinking, and analysis. Level 1 Analysts use their analytical and technical skills to help implement learning and development solutions. They:
- Gather and document information on the client’s business, processes, organization structure, job roles, and learning assets.
- Document an organization’s learning needs.
- Analyze information and identify requirements for learning solutions.
- Develop deliverables based on detailed design.
- Perform project management support.

**Education:** Bachelor’s Degree

**Experience:** Entry-Level, 0 years

**Analyst Level 2**

**Functional Responsibilities:** Level 2 Analysts have at least one year of change, communication, or learning development consulting experience.
Analysts have strong skills in communication, critical thinking, and analysis. Level 2 Analysts use their analytical and technical skills to help implement learning and development solutions. They:

- Gather and document information on the client’s business, processes, organization structure, job roles, and learning assets.
- Document an organization’s learning needs.
- Analyze information and identify requirements for learning solutions.
- Develop deliverables based on detailed design.
- Perform project management support.

**Education:** Bachelor’s Degree

**Experience:** 1 Year

**Consultant Level 1**

**Functional Responsibilities:** Level 1 Consultants have at least two years of learning and development consulting experience, including implementation of learning solutions using Emerson methodology. Level 1 Consultants use their design, planning, and facilitation skills to create and implement learning and development solutions. They:

- Gather and document information on the client’s business, processes, organization structure, culture, job roles, and learning assets.
- Conduct learning needs analysis.
- Design and develop learning solutions.
- Facilitate and support client working sessions.
- Manage small teams against a work plan.
- Track progress and report status, including issues and risks.

**Education:** Bachelor’s Degree

**Experience:** 2 years

**Consultant Level 2**

**Functional Responsibilities:** Level 2 Consultants have at least three of learning and development consulting experience, including implementation of learning solutions using Emerson methodology. Level 2 Consultants use their design, planning, and facilitation skills to create and implement learning and development solutions. They:

- Gather and document information on the client’s business, processes, organization structure, culture, job roles, and learning assets.
- Conduct learning needs analysis.
- Design and develop learning solutions.
- Facilitate and support client working sessions.
- Manage small teams against a work plan.
- Track progress and report status, including issues and risks.

**Education:** Bachelor’s Degree

**Experience:** 3 Years
Manager Level 1

Functional Responsibilities: Level 1 Managers have at least five years of learning and development consulting experience, including implementation of learning solutions using Emerson methodology. They also have demonstrated skills in project management and client facilitation. Level 1 Managers use their deep and specialized expertise to plan, design, and manage teams to create custom learning solutions. They lead project teams and partner with client leads to manage success. They:

• Plan and manage the work of learning and development teams made up of consultants and client staff.
• Design custom learning solutions, including training in many modalities and performance support.
• Lead development and implementation of solutions and deliverables.
• Facilitate client working sessions.
• Create and manage work plans, and manage consulting efforts against those plans.
• Track progress against outcomes and report status to client leads; manage issues and risks.
• Manage client relationships at the project and team level.

Education: Bachelor’s Degree
Experience: 5 Years

Manager Level 2

Functional Responsibilities: Level 2 Managers have at least eight years of learning and development consulting experience, including delivering learning solutions using Emerson methodology. They also have at least one year of experience as a project lead, including project management and client facilitation. Level 2 Managers use their deep and specialized expertise to plan, design, and manage teams to create custom learning solutions. They lead project teams and partner with client leads to manage success. They:

• Plan and manage the work of learning and development teams made up of consultants and client staff.
• Design custom learning solutions, including training in many modalities and performance support.
• Lead development and implementation of solutions and deliverables.
• Facilitate client working sessions.
• Create and manage work plans, and manage consulting efforts against those plans.
• Track progress against outcomes and report status to client leads; manage issues and risks.
• Manage client relationships at the project and team level.

Level 2 Managers have a bachelor’s degree or equivalent.

Education: Bachelor’s Degree
Experience: 8 Years

Associate Director

Functional Responsibilities: Associate Directors typically have more than a decade of consulting experience. They have a strong background in business and management. They have leading-edge skills in learning strategy and instructional design.
They have at least five years of experience in learning and development. Other areas of expertise may include business process reengineering, statistical process control, individual and organizational assessment and evaluation, process modeling and simulation, strategic and business planning, performance measurement, and developing leadership/management skills. Must also possess strong facilitation and cross-functional team facilitation skills at the senior management level.

Associate Directors use their broad expertise and experience to manage complex and large-scale learning and development efforts to achieve client business outcomes. They lead teams and serve as the top point of contact and accountability for a client engagement. They:

- Identify client needs for learning and development solutions.
- Guide teams to propose, plan, design, and implement learning and development solutions.
- Lead client working sessions to gather information, design interventions, and engage clients in implementation.
- Manage relationships with client executives and sponsors, ensuring alignment of the work with expectations and contracts.
- Define and manage scope, budget, quality, and delivery against a project timeline.
- Facilitate client working sessions.
- Create and manage work plans, and manage consulting efforts against those plans.
- Shift focus and resources in response to changes in client needs.
- Ensure client outcomes are met and success is documented and approved.

**Education:** Bachelor’s Degree

**Experience:** 10 years

**Client Director**

**Functional Responsibilities:** Client Directors typically have more than twelve years of consulting experience. They have a strong background in business and management. They have leading-edge skills in learning strategy and instructional design. They have at least five years of experience in learning and development. Other areas of expertise may include business process reengineering, statistical process control, individual and organizational assessment and evaluation, process modeling and simulation, strategic and business planning, performance measurement, and the development of leadership/management skills. Must also possess strong facilitation and cross-functional team facilitation skills at the senior management level. Client Directors use their broad expertise and decades of experience to oversee a portfolio of projects for a client. They manage the relationship between Emerson and client leadership, and are accountable for the overall quality and performance of Emerson solutions for that client. They:

- Identify client needs for learning and development solutions.
- Work with teams to propose and plan learning and development solutions.
- Oversee scope, budget, quality, and delivery against a project timeline.
- Ensure quality and consistency of deliverables and outcomes across projects.
- Manage relationships with client executives and sponsors, ensuring alignment of the work with expectations and contracts.
- Facilitate client working sessions.
• Shift Emerson’s focus and resources in response to changes in client needs.
• Ensure client outcomes are met and success is documented and approved.

Client Directors have a bachelor’s degree or equivalent.

**Education:** Bachelor’s Degree

**Experience:** 12 Years

**Senior Client Director**

**Functional Responsibilities:** Senior Client Directors typically have more than fifteen years of consulting experience. They have a strong background in business and management. They have leading-edge skills in learning strategy and instructional design. They have at least five years of experience in learning and development technology change, and organization design. Other areas of expertise may include business process reengineering, statistical process control, individual and organizational assessment and evaluation, process modeling and simulation, strategic and business planning, performance measurement, and the development of leadership/management skills. Must also possess strong facilitation and cross-functional team facilitation skills at the senior management level. Senior Client Directors use their broad expertise and experience to oversee a portfolio of projects for a client. They manage the relationship between Emerson and client leadership, and are accountable for the overall quality and performance of Emerson solutions for that client. Senior Client Directors

- Identify client needs for learning and development solutions.
- Work with teams to propose and plan learning and development solutions.
- Oversee scope, budget, quality, and delivery against a project timeline.
- Ensure quality and consistency of deliverables and outcomes across projects.
- Manage relationships with client executives and sponsors, ensuring alignment of the work with expectations and contracts.
- Facilitate client working sessions.
- Shift Emerson’s focus and resources in response to changes in client needs.
- Ensure client outcomes are met and success is documented and approved.

Senior Client Directors have a bachelor’s degree or equivalent.

**Education:** Bachelor’s Degree

**Experience:** 15 Years

**LOB Director Level 1**

**Functional Responsibilities:** Level 1 Line of Business Directors typically have more than fifteen years of consulting experience, including at least ten years of learning and development consulting. They have leading-edge skills in learning strategy and instructional design. They must have at least ten years of experience leading cross-functional teams to implement learning and development methodology to achieve client business outcomes. Must have deep skills and experience facilitating senior executives. Other areas of expertise may include business process reengineering, statistical process control, individual and organizational assessment and evaluation, process modeling and simulation, strategic and business planning, performance measurement, and the development of leadership/management skills. Level 1 Line of Business Directors use their deep expertise and decades of experience in learning and development to ensure Emerson solutions are the best.
They are accountable for the quality and performance of learning and development methodology, skills, and resources across clients. They:

• Maintain high quality, innovative and original methodology, tools and templates for learning and development projects.
• Design, plan, and develop Emerson’s learning and development consulting group; ensure Emerson has the right people to deliver for clients.
• Work with teams to identify client needs and propose learning and development projects.
• Oversee scope, budget, quality, and delivery of learning and development projects.
• Ensure quality and consistency of learning and development deliverables and outcomes across clients.
• Manage relationships with client executives and sponsors, ensuring alignment of learning and development work with expectations.
• Shift Emerson’s focus and resources in response to needs across clients.
• Advise Emerson Executive Team on industry and practice trends and developments.

**Education:** Bachelor’s Degree
**Experience:** 15 Years

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**Training Course Descriptions**

**Emerson Human Capital Professional and Management Development Training**
Training for career development provided directly to individuals or through employers' training programs, and courses may be customized or modified to meet the special needs of customers.

**Length:** Per Day

**Minimum Participants:** 1
**Maximum Participants:** 50

**Familiar, Controlled Successful**
We teach you to use your brains – or, rather, brain science – to get to your goals. Scientific research and decades of hands-on experience have taught us what works, no matter what the change is. We will give you three powerful tools. You’ll learn how to structure the employee experience so that, in the end, they have internalized new behaviors and can’t imagine doing things any other way. Participants: Anyone responsible for change

**Length:** 4 Hours

**Minimum Participants:** 15
**Maximum Participants:** 50

**Assets & Liabilities**
We assess the current situation – what’s working for and against the project – as we begin. We use these results to leverage what we can for a rapid response, and determine where there are gaps that must be addressed. Participants: Project Sponsor and Key Project Team Members

**Length:** 4 Hours
Minimum Participants: 15
Maximum Participants: 50

Company Topography
We identify which employee groups are impacted by the change. We describe their characteristics, specific impacts, and concurrent initiatives that will affect them. The data allow us to play “air traffic controller” as the project progresses – anticipating, fine-tuning messaging, and re-sequence milestones to improve adoption. Participants: Key Project Team Members and Leaders of Impacted Business Units
Length: 4 Hours
Minimum Participants: 15
Maximum Participants: 50

Executive Alignment
We enable your leaders to describe the project, consistently and passionately, without PowerPoint or memos. This drives the compelling story of your change down into the organization, so all advocates are “on message” and pulling in the same direction. Participants: Senior Executive Team
Length: 4 Hours
Minimum Participants: 15
Maximum Participants: 50

Key Behaviors and 90-Day Practice
We identify the pivotal behaviors that accomplish the business case; what your organization is moving from and to, considering your history with similar change. We identify opportunities for employees to practice the new behavior in small ways over a short period of time. This allows people to feel successful, creating a safe transition into the desired culture. Participants: Key Project Team Members and Leaders of Impacted Business Units
Length: 4 Hours
Minimum Participants: 15
Maximum Participants: 50

Change Basics for Managers
We face an unprecedented rate of change. The winners know how to navigate those changes while performing at a high level. In this four-hour workshop, we'll give you the basics, founded on scientific research and our own success with our clients' toughest projects. Change is hard, but we have cracked the code. We will teach you how to use behavior change to move your organization toward the outcomes you want. You'll leave the workshop with tools and templates for your own change projects. After this workshop, you will be able to:
- Describe the value, methods and tools of successful change management.
- Explain the dynamics of employee resistance and create early adoption for your change initiative.
- Identify key behaviors and their impacts on change.
- Articulate how to build and sustain momentum through a Focus Attention strategy.
- Begin to create change management capability within your organization.
Pricing assumes two instructors and includes up to 4 hours of instruction, includes prework, handouts and post workshop summary.

**Length:** 4 Hours

**Minimum Participants:** 15

**Maximum Participants:** 50

**Emerson Human Capital Course Facilitation**

Facilitation of Pre-designed Instruction

**Length:** Per Day

**Minimum Participants:** 1

**Maximum Participants:** 50

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**Service Contract Labor Standards**

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