



Table of Contents

- **Introductory Page**
- **Terms and Conditions**
- **Business Philosophy and General Description of Core Services**
- **SIN Numbers Awarded Under MOBIS Schedule**
- **Description of Labor Rates**
- **Client Feedback**

**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!*TM, a menu-driven database system. The INTERNET address for GSA *Advantage!*TM is <http://www.GSAAdvantage.gov>.

Schedule for Management, Organizational and Business Improvement Services (MOBIS)

Federal Supply Group: 874
Class: R499
Contract Number: GS-10F-0194M
Contract Period: March 15, 2012 through March 14, 2017
Contractor: Greenfield Management Strategies
4804 Laurel Canyon Blvd., #554
Valley Village, CA 91607
Business Size: Small Business
Telephone: (818) 506-7100
Extension:
FAX Number: (818) 760-1262
Web Site: <http://www.greenfieldmanagementstrategies.com>
E-mail: gms.inc@att.net
Contract Administration: Robert S. Greenfield

TERMS AND CONDITIONS DOCUMENT
(Updated March 12, 2013)

CUSTOMER INFORMATION:

- 1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers: 874-1, 874-1RC.
- 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.
- 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.
2. **Maximum Order:** \$1,000,000.00
3. **Minimum Order:** \$100.00
4. **Geographic Coverage (delivery Area):** FOB Domestic only including Hawaii and Alaska.
5. **Point(s) of production (city, county, and state or foreign country):** California.
6. **Discount from list prices or statement net price:** Government net prices (discounts already deducted).

Summary Table

SIN 874-1

Master Consultant/Subject Matter Expert:	\$280.80/hour. \$2246.40/day
Senior Consultant:	\$232.96/hour. \$1863.68/day
Senior Analyst:	\$220.00/hour. \$1760/day
Analyst:	\$150.00/hour. \$1200.00/day

7. **Quality discounts:** None Offered
8. **Prompt payment terms:** Net 30 days
- 9a. **Notification that Government purchase cards are accepted up to the micro-purchase threshold:** Yes
- 9b. **Notification that Government purchase cards are accepted up or not accepted above**

- the micro-purchase threshold:** Will accept up to maximum order: \$1,000,000.00.
10. **Foreign items (list items by country of origin):** None
 - 11a. **Time of Delivery (Contractor insert number of days):** Specified on 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 list that have expedited delivery:** Contact Contractor
 - 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.**
Contact Contractor
 - 11d. **Urgent Requirements. The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can contact the Contractor=s representative to affect a faster delivery:** Contact Contractor.
 12. **F.O.B. Points:** Destination.
 - 13a. **Ordering address:** Same as company address.
 - 13b. **Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).**
 14. **Payment address:** Same as company address.
 15. **Warranty provision:** N/A
 16. **Explore Packing Charges (if applicable):** N/A
 17. **Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level):** Contact Contractor
 18. **Terms and conditions of rental, maintenance, and repair (if applicable):** N/A
 19. **Terms and conditions of installation (if applicable):** N/A
 20. **Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable):** N/A
 - 20a. **Terms and conditions for any other services (if applicable):** N/A
 21. **List of service and distribution points (if applicable):** N/A
 22. **List of participating dealers (if applicable):** N/A

23. **Preventive maintenance (if applicable):** N/A
- 24a. **Special attributes such as environmental attributes, (e.g., recycled content, energy efficiency, and/or reduced pollutants):** N/A
- 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/.** N/A
25. **Data Universal Numbering System (DUNS) number:** 11-2364513
26. **Notification regarding registration in Central Contractor Registration (CCR) database: CAGE Number:** 1Y0J7
27. **Overtime compensation:** Not applicable.

Business Philosophy and General Description of Core Services

Business Philosophy and Services Offered

Greenfield Management Strategies (GMS) provides organizational development services to clients in all sectors (public, private, and non-profit). GMS is committed to helping its clients enhance individual and organizational effectiveness.

Philosophy Helping Individuals and Groups Develop Relationships that Work

An organization is no more than a collection of relationships. As such, organizations are only as productive and effective as the relationships they establish and manage. The overall success of an enterprise will always be determined by the quality of the following key relationships:

- Relationship the Organization has with its customers, with its suppliers, with its Board of Directors, with its shareholders, and with the general public
- Relationship between groups or departments within the Organization (e.g., Marketing and Sales, R&D and Production, Headquarters Operation and Regional Operation, etc.)
- Peer relationships Executives and Managers have with each other
- Relationships Executives or Management have with Staff or Labor
- Relationships between and among staff.

Breakdowns in any of these relationships will always limit what an organization can accomplish. The most effective relationships in organizations are characterized by:

- Shared Focus
- Effective and Honest Communication
- Common Values
- Compatible Incentives
- Basic Respect

Greenfield Management Strategies (GMS) Services

GMS provides a variety of services designed to help its clients at all levels of organizations improve critical organizational health measures within the complicated relationships that are most important to their business. GMS provides the following services:

- a variety of organizational assessments and analyses
- design and facilitation of executive board meetings, extended retreats, and other organizational meetings
- customized training workshops and learning programs
- one on one executive coaching for leaders
- hands-on consulting to solve key problems and improve critical processes

GMS focuses its services in domains like strategic planning, organizational alignment, leadership effectiveness, customer service, quality, communication, mission and vision clarity, team work and team building, conflict management, and a variety of human resource topics.

Specific Examples of How GMS Can Help Your Organization

1. Improving Collaboration Among Groups (blending cultures / merging organizations)

The Challenge:

Mergers and reorganizations often result in the forced integration of different cultures, creating numerous procedural problems as well as tensions within key relationships.

GMS' Contribution:

GMS can help your organization identify likely and existing obstacles to effective integration, and implement strategies to resolve problems and equip reconfigured or new organizations to succeed. For organizations with historical problems working together, GMS provides a variety of short and longer term team building and organizational development services to resolve old problems and shift the focus to present business opportunities.

2. Organizational Assessments

The Challenge:

Clearly identifying the problems and deciding where to start is often the most important judgement in an organizational improvement process.

GMS' Contribution:

GMS' organizational assessments provide our clients with essential and actionable information in a number of critical areas:

- Workplace culture and employee morale
- Leadership impact and effectiveness
- Customer service and quality
- Communication effectiveness and team work
- Creativity and innovation
- The nature and causes of a particular problem

GMS assessments provide clear information, direct and objective feedback, and most important, specific recommendations for moving forward. Ultimately, GMS provides its clients with greater clarity and perspective enabling them to lead organizational change in the most informed way possible.

3. Team Building and Communication Workshops

The Challenge:

People in organizations must work well together in order to perform effectively. A high performing group or team of people rarely develops by chance, and is more often the exception than the norm.

GMS' Contribution:

GMS provides a variety custom-designed team building and communication workshops to meet a

number of different client needs:

- New groups or teams that need to get to know each other, identify common objectives, and establish working relationships
- Existing groups that need to improve communication or resolve particular problems with teamwork
- Burned out groups that need a "shot in the arm" or just want to have some fun working and learning together in a retreat format
- Organizations that need to rethink existing or establish new team structures, and develop operational processes for working in teams

Additionally, GMS can work with a client on a longer term basis to support the process of applying and implementing concepts addressed during workshops.

4. Practical and Effective Strategic Planning

The Challenge:

Strategic planning sessions usually fall short of expectations for a variety of reasons.

- Lack of a structure and discipline in the planning process
- Inability to link broad goals with practical actions; lack of specificity
- Unclear expectations about next steps and plans for following through all of the problems that typically threaten any type of group meeting or session

GMS' Contribution:

GMS brings structure and discipline to your planning process, ensuring that the right questions are being asked and that your session will be expertly facilitated.

5. Improving Customer Service

The Challenge:

There are a number of reasons why customer service performance may lag including:

- Inadequate understanding of customer needs
- Lack of organizational focus or alignment of efforts
- Poorly conceived administrative systems
- Lack of customer service delivery skills
- Inappropriate incentives for and constraints on employees
- Inadequate measures and/or measurement systems

GMS' Contribution:

GMS helps its clients forge stronger relationships with their customers by helping them focus on and improve the weak links in their customer service chain.

6. Meeting Effectiveness

The Challenge:

Complaints about ineffective meetings are ubiquitous. Employees at all levels of organizations report that meetings are often a complete waste of time.

GMS' Contribution:

GMS works with its clients to ensure that critical meetings (e.g., senior management retreats, Board of Directors meetings, etc.) are expertly designed and facilitated, focused throughout, and most important, lead to positive results. Additionally, GMS' presence enables leaders to participate and lead without worrying about managing a meeting. GMS also designs, moderates, and facilitates sessions for national meetings.

7. Executive Coaching

The Challenge:

Leaders have a profound impact on their organization. Many executives are so busy doing their job that it is difficult for them to step back and focus on changing and improving their effectiveness as leaders. Complicating this challenge, executives do not often get candid feedback from their peers and subordinates.

GMS' Contribution:

GMS works one on one with clients who want to become more aware of their impact on others and then make changes as appropriate. GMS' approach to working with individual executives results in improved client performance by adhering to the following principles:

- Develop a personalized program that is focused on critical improvement objectives
- Work towards measurable improvement
- Provide honest feedback
- Blend necessary structure with a process that is flexible enough to meet individual client needs

GMS assists individual clients working to improve effectiveness in the following domains:

- Leadership style and effectiveness
- Establishing leadership vision and focus
- Communication skills
- Managing relationships within the work place
- Stress management/reduction and improving balance in life
- Personal organization and self management skills
- Building and leading teams

SIN Numbers Awarded

GMS was awarded three different Special Item Numbers under the MOBIS Schedule:

- SIN 874-1: Consulting Services

GMS also designs and delivers training programs, workshops, and seminars, and provides survey services, and will provide these services under SIN 874-1.

FOR MORE INFORMATION ABOUT SPECIFIC SERVICES OFFERED PLEASE CONTACT GMS AT 818 506-7100.

Clients / Groups Served

For a current GMS list, please contact GMS directly, or review GMS' website at www.greenfieldmanagementstrategies.com.

Description of Labor Categories

1. Master Consultant

A Master Consultant has attained and consistently demonstrates the highest levels of proficiency in providing management and organization development consulting services.

GMS' Master Consultant has deep and broad experience working across multiple organizations from scientific to policy, from technical to administrative. GMS' Master Consultant has significant experience working client groups representing multiple disciplines from attorneys, inspectors, auditors and accountants to computer programmers, managers, planners, and administrative personnel. GMS' Master Consultant has significant experience working with clients at every level of an organization from the very top to the very bottom. GMS' Master Consultant has significant experience working on a broad range of organizational improvement topics such as strategic planning, teamwork and team building, organization design, leadership effectiveness, communications, customer service, process improvement, workforce development, etc. Finally, GMS' Master Consultant has significant experience working with a wide variety of different tools, models, techniques, and intervention approaches, and can easily choose from an expansive database the appropriate tools and approaches for each client. The product of this experience is a unique ability to skillfully yet flexibly bring a rich and diverse perspective and wealth of experience to bear to address each client's situation throughout and at the highest levels of their organizations. GMS' Master Consultant is much more than a process facilitator or analytic consultant. A Master Consultant has a degree in management, business, organization psychology or related field and at least an advanced degree in one of the same fields. More important, a Master Consultant has at least 15 years of experience including at least 10 years experience working with senior level executives (public sector SES including political appointees, private sector CEO's and VP's, non-profit sector presidents and executive directors). A Master Consultant / Subject Matter Expert demonstrates the highest level of proficiency as a management and organization development consultant, including the following:

- Proficient expertise in design and delivery of effective training programs.
- Proficient expertise in designing and providing effective executive coaching programs.
- Proficient ability to conduct high level 360 degree performance evaluations and provide face to face feedback with recommendations for clients including senior executives / officers.
- Proficient ability to design, lead, and facilitate business meetings, board meetings, and organization retreats for any level group including senior executives / officers.
- Proficient ability to design, conduct, analyze, document, and provide feedback for a variety of formal and informal organization health and performance assessments.
- Ability to develop and communicate recommendations to multiple audiences including senior executives.
- Proficient at working with teams at strengthening relationships, teamwork, and organizational performance.
- Expert process and meeting facilitator.
- Technical breadth needed to design retreats, workshops, and programs to address any organizational development/improvement need or topic.
- Expert at working with sensitive personnel and interpersonal topics and group dynamics.
- Extensive expertise (can serve as a reputable subject matter expert) in workforce development, strategic planning, leadership development & effectiveness, and executive level teamwork.
- Strong, proven ability to deal with high level (and lower level) executive conflicts including interpersonal conflicts.

- Ability and experience to facilitate and lead multi-Agency leadership meetings / forums.
- Reputation and proven track record for effectively addressing conflicts concerning highly sensitive topics and/or parties.

2. Senior Consultant and Senior Facilitator

A senior consultant or senior facilitator is an expert professional with at least 10 years experience, an advanced degree in management, psychology, organizational behavior or similar field, and with the skills needed to consistently perform to the highest standards with clients at the senior executive level, without the support of anyone else. GMS uses this standard for every MOBIS task which involves a consultant working in front of a client group, and does not have any "junior consultants" on staff.

3. Senior Analyst

A Senior Analyst is an expert professional with at least 10 years experience, an advanced degree in management, or similar field, and with the skills needed to consistently perform to the highest standards with clients at the senior executive level, without supervision or oversight. A senior analyst has extensive background and knowledge in substantive areas such as workforce assessment, workforce development, strategic planning, customer service, employee satisfaction, management effectiveness, and other organization effectiveness domains. Finally, a senior analyst is capable of conducting inquiries, including one on one interviews and focus group sessions, with senior level representatives of client organizations.

4. Analyst

GMS' analysts are experts in survey development, administration, computer database design and administration, and data tabulation and statistical analysis. They have at least 7 years of professional experience and an advanced degree.

Client Feedback

What GMS' Clients Are Saying About Their Work

- "Working with you has been a pleasure! You did an excellent job helping us, guiding us, and providing us the proper amount of direction and latitude." - Senior Executive
- "I have participated in numerous meetings like this one, but never one as well facilitated or nearly as productive. You made it look easy. Thanks!" - Senior Staff Person
- "I am most impressed by your professionalism and your willingness to share your knowledge to help others like myself." - Co-Facilitator
- "Bob, you did a great job at our retreat. It came home to me again as I realize we have a list of customers, a vision, a mission, and a clear idea of how we will work." - Middle Manager
- "...Due to your pre-planning and adept and flexible handling of the group, we were able to elicit exactly the kinds of information we were looking for." - Client for a series of Focus Groups
- "...Because of your excellent facilitation, we accomplished much more than we had hoped to, and are continuing to follow up. Thank you!" - Branch Chief
- "There is only one word that comes to mind to describe Bob: Outstanding!" - Office Director

- "If you have another one, make sure to use Bob Greenfield as the instructor." - Retreat Participant.
- "You can't tell that Bob is using techniques. He just does what works." - Senior Executive Session Participant
- "You have a way with people keeping their interest high and making the session enjoyable." - Office Director
- "You are a great facilitator and it's now clear to me why my managers like working with you." - Senior Executive