

**General Services Administration**  
*Federal Supply Service*

*Authorized Federal Supply Schedule Pricelist*  
*00CORP The Professional Services Schedule (PSS)*

**northhighland**®  
WORLDWIDE CONSULTING

The North Highland Company  
3333 Piedmont Road, NE  
Suite 1000  
Atlanta, GA 30305  
Phone: 703-253-8344  
Fax: 703-253-8359  
<http://www.northhighland.com/>

**Contract No: GS-10F-0264P**  
**Period Covered by Contract: April 6, 2004 through April 5, 2019**  
**Pricelist Updated through Modification: CM-A492**  
**Business Size: Large**

On-line access to contract ordering information, terms and conditions, and up-to-date pricing are available through GSAAAdvantage!™, a menu-driven database system. The INTERNET address for GSAAAdvantage!™ is: <http://www.fss.gsa.gov>

\*\*\*\*Go to [HTTP://www.fss.gsa.gov/schedules](http://www.fss.gsa.gov/schedules). Find the link to Ordering From GSA Schedules. Find the link to Ordering Procedures for services requiring a Statement of Work\*\*\*\*

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at <http://www.fss.gsa.gov>.

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# Customer Information

1. **a) Awarded Special Item Numbers (SINS):**
  - i. SIN 874-1: Integrated Consultation Services
  - ii. SIN 874-1RC: Integrated Consultation Services, Disaster Purchasing Program
  - iii. SIN 874-7: Integrated Business Program Support Services
  - iv. SIN 874-7RC: Integrated Business Program Support Services, Disaster Purchasing Program
  
- b) Price list and Rates:** Reference Page 17.
  
- c) Labor Category Descriptions:** Reference Pages 14-16.
  
2. **Maximum Order:** \$1,000,000.00.
  
3. **Minimum Order:** \$100.00.
  
4. **Geographic Coverage (Delivery Area):**
  - a. Atlanta, GA
  - b. Charlotte, NC
  - c. Dallas, TX
  - d. Denver, CO
  - e. Houston, TX
  - f. Jacksonville, FL
  - g. Los Angeles, CA
  - h. Minneapolis, MN
  - i. Nashville, TN
  - j. New York, NY
  - k. Orlando, FL
  - l. Philadelphia, PA
  - m. Princeton, NJ
  - n. Richmond, VA
  - o. Sacramento, CA
  - p. San Francisco, CA
  - q. St. Louis, MO
  - r. Tallahassee, FL
  - s. Tampa, FL
  - t. Washington, D.C.
  
5. **Points of Production:** Please Reference Section 4 above.
  
6. **Discount from List Prices:** All Prices listed are net prices.
  
7. **Quantity Discounts:** To be negotiated at the task order level.
  
8. **Purchase Cards**
  - a) Accepted at or below micro-purchase threshold.
  
  - b) Accepted above the micro-purchase threshold.
  
9. **Prompt Payment Terms:** 0% net 30 days.
  
10. **Foreign Items:** None.

11. **a) Time of Delivery:** To be negotiated at the Task Order Level.
- b) Expedited Delivery:** To be negotiated at the Task Order Level.
- c) Overnight and 2 Day Delivery:** To be negotiated at the Task Order Level.
- d) Urgent Requirements:** To be negotiated at the Task Order Level.
12. **F.O.B. Point:** Destination.
13. **a) Ordering Address:**  
The North Highland Company  
3333 Piedmont Road, NE  
Suite 1000  
Atlanta, GA 30305
- b) Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3. The ordering procedures for supplies and services, information on BPAs, and a sample BPA can be found at the GSA Schedule homepage at <http://www.gsa.gov/schedules>.
14. **Payment Address:**  
The North Highland Company  
P O Box 101353  
Atlanta GA 30392-1353  
Email: [AR@northhighland.com](mailto:AR@northhighland.com)
15. **Warranty:** To be negotiated at the Task Order Level.
16. **Export Packaging Charges:** Not applicable.
17. **Terms and Conditions of Government Commercial Credit Card Acceptance:** To be determined at the Task Order Level
18. **Terms and conditions of rental, maintenance, and repair:** Not applicable.
19. **Terms and conditions of installation:** Not applicable.
20. **Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices:** Not applicable.
21. **Terms and conditions for any other services:** Not applicable.
22. **List of service and distribution points:** Not applicable.
23. **List of participating dealers:** Not applicable.
24. **Preventive maintenance:** Not applicable.
25. **Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants):** Not applicable.
26. **Section 508 compliance:** If applicable, Section 508 compliance information on the supplies and services in this contract are available in Electronic and Information Technology (EIT) at the following web site [www.Section508.gov/](http://www.Section508.gov/).

27. **Data Universal Number System (DUNS) number:** 804665990

28. **Notification regarding registration in System of Award Management (SAM):** The North Highland Company is registered in the SAM database.

## Company Overview

The North Highland Company (North Highland) is an independent management and technology consulting company with a service area dedicated to the Government sector. We help our clients improve their productivity, service quality, cost control, and competitiveness. Our business philosophy is based on applying the principles of value chain management to integrate people, process and technology.

Government Services has been an integral part of North Highland since our beginning. We have dedicated ourselves to learning the business of government and providing excellent service. Through our exceptional work experience, particularly with Georgia and Florida State Agencies, and dedicated resources, we have become intimately familiar with agency strategies, business practices, constraints, technical environments, and how to make implementations successful.

Founded in 1992, North Highland has grown rapidly over the past twelve years in both number of clients and employees. Our consulting philosophy has been to maintain a close working relationship with our participating client teams. Across our Government and Commercial sectors, our staff has consulting and problem solving experience in a number of areas. In particular, we have a solid foundation and a breadth of experience in the following areas:

- Business Process Improvement/Reengineering
- Independent Validation and Verification (IV&V)
- Strategic Business and Information Systems Planning
- Program/Project Management
- e-Business Assessment and Planning
- Business Systems Analysis and Planning
- RFP Development and Evaluation
- Telecommunication Services Planning/Assessment
- Call Center Assessment, Design, Equipment Acquisition and Implementation
- Security Assessment and Planning
- Disaster Recovery/Business Continuity/Contingency Planning
- IT Governance
- Facilitation Services

As a result of our rapid growth, North Highland was selected by the Atlanta Business Chronicle to receive the Pacesetter Award in 1999, 2000 and 2001 as one of the top 25 fastest growing privately held companies in Atlanta. In 1999, 2000, 2001, and 2002 North Highland made the INC 500 as one of the fastest growing privately held companies in the United States.

North Highland now has over 1000 employees with offices in Atlanta, Washington DC, Richmond, New York, Nashville, Orlando, Tampa, Dallas, Denver, Houston, Philadelphia, Tallahassee, and Charlotte. Our consultants have an average of 10-15 years of experience and many have x-Big 4 consulting experience.

## Our Consulting Approach

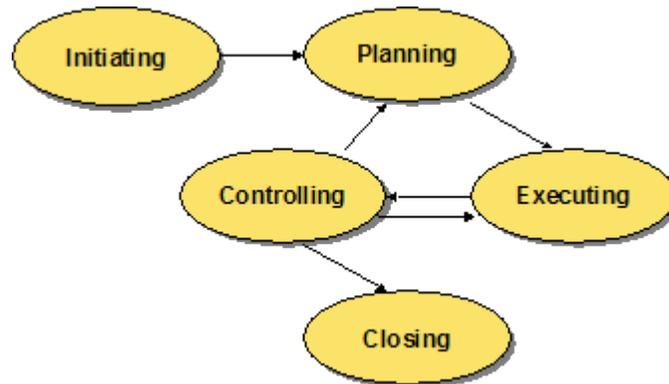
We approach each PSS engagement with a thorough understanding of project expectations and scope. We develop our projects through a client-centric definition of success and take pride in achieving these results through a collaborative approach with client teams. Our senior level consultants spend time with client executives to ensure the issues are adequately defined, the desired outcomes are understood and an effective approach is defined clearly identifying the roles and responsibilities of all parties. A detailed project plan is developed identifying all deliverables and the tasks necessary to address each deliverable. We utilize standardized and

industry accepted methodologies to develop detailed work plans. Project staffing is a function of assessing required skills and making assignments from our pool of highly experienced consultants. Each project has a designated project manager who is responsible for day to day management and control of the project and project resources.

At North Highland, project management is the foundation of what we do. We support the Project Management Institute's (PMI) certification of our employees with significant investments in training. Our methodology and internal project management training is based on PMI standards, and all our personnel who serve in the role of project manager are trained and certified in the North Highland methodology.

Project success at North Highland occurs when people, process, and technology align to achieve a targeted business result. The foundations of project activity at North Highland are viewed as processes, phases, and knowledge areas. Project processes and knowledge areas deal directly with the organization and activities that are related to project management. Project phases describe the life cycle of a real world process and are organized around the technical content and deliverables. Phases are driven by the technical nature of the project. It is how the subject matter expert(s) think about the project. Processes are what the project manager does, independent of the specific content.

Project management processes are a series of actions that describe and organize the work of a project. Every PSS project, regardless of the nature of its subject or technical content, passes through these five key processes:



<b>Initiating</b>	Achieving organizational sponsorship, direction, and commitment.
<b>Planning</b>	Determining the deliverables, milestones, resources, and change management requirements.
<b>Executing</b>	Doing the work necessary to create the deliverable.
<b>Controlling</b>	Keeping the project on track.
<b>Closing</b>	Bringing the project to an orderly conclusion and learning from results.

Organizations determine which phases a project will execute while all projects entail the five processes. Some projects have only one phase, such as planning or programming while other may have ten or more. Regardless, all projects go through the five processes, and each phase itself also goes through each of these processes.

Our approach, technique, and expertise lead to designs and recommendations that dramatically lower the difficulty of PSS engagements and improve your measure of the project's success and therefore the value to the organization.

## Qualified PSS Services

Citizens demand increasingly more from the public sector. People have come to expect the convenience of remote and after-hour access to a wide range of services. And they want government programs to do it all at a lower cost. In short, government must work smarter by improving productivity, availability, responsiveness, and accuracy.

North Highland's government consulting group empowers federal agencies and organizations of all sizes to overcome these challenges by providing the following PSS Services:

- 874-1 Integrated Consultation Services
- 874-7 Program Integration and Project Management Services

## SIN 874-1: Integrated Consulting Services

Through our broad offering of consulting services, our consultants provide expert advice assistance, guidance, and counseling in support of agencies management, organizational and business improvement efforts. We work closely with a team of process owners who know the organization and its processes, its problems and its opportunities for improvement. A representative sampling of our service offerings in this area include but are not limited to:

- strategic, business and action planning
- systems alignment
- cycle time
- performance measures and indicators
- leadership systems
- high performance work
- process and productivity improvement
- organizational assessments
- program audits, and evaluations

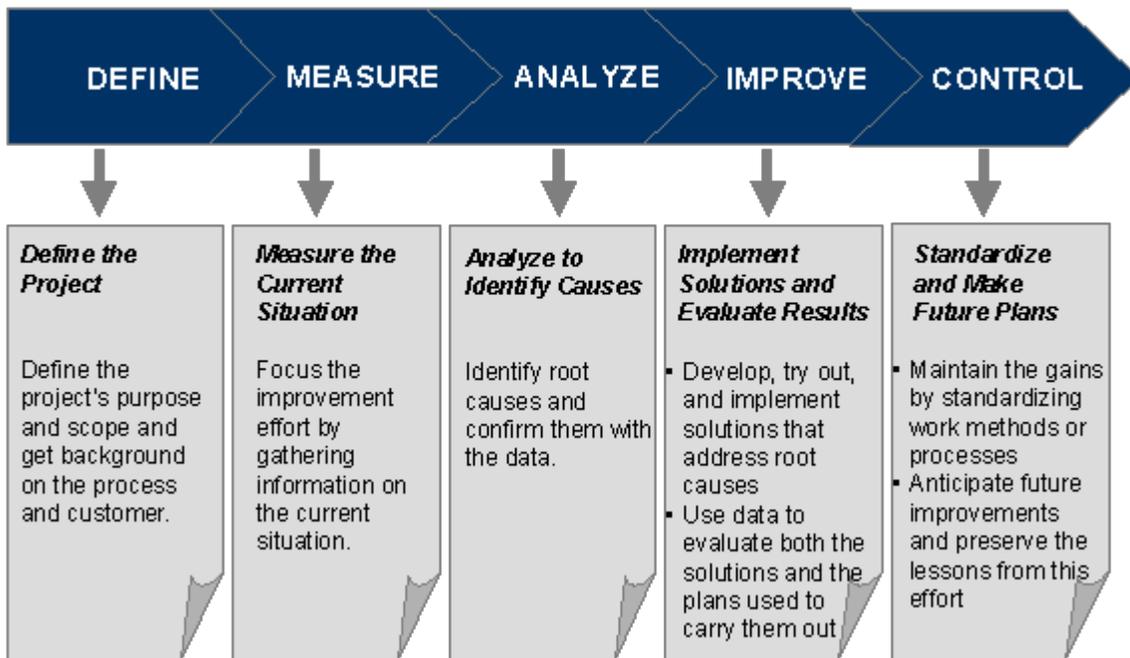
## Methodologies

Highlighted below are some of the methodologies we apply in several key areas of our consulting services.

### *Business Process Re-engineering (BPR)*

The primary BPR methodology utilized by North Highland is a Six Sigma-based process improvement methodology recognized and utilized by a number of world-class organizations. The methodology is an extension of methodologies used by General Electric, Allied Signal, Motorola, BellSouth, Bank of America, Home Depot and a large number of widely recognized organizations.

The Six Sigma BPR methodology used by North Highland is presented in graphical form below.



Through the application of this methodology we focus on:

- Preparing and aligning the organization for change
- Understanding the system of interrelated processes
- Using fact based management (e.g. business intelligence)
- Delivering customer and stakeholder value emphasizing:
  - Delivery against internal and external customer requirements
  - Quantifiable impact on internal process and business requirements
  - Technology enabling business process dependencies
  - Elimination of non-value added activities

We chose Six Sigma since it is customer centric, data and fact driven, focuses on the process, provides discipline, requires proactive management and includes the following tools and methods:

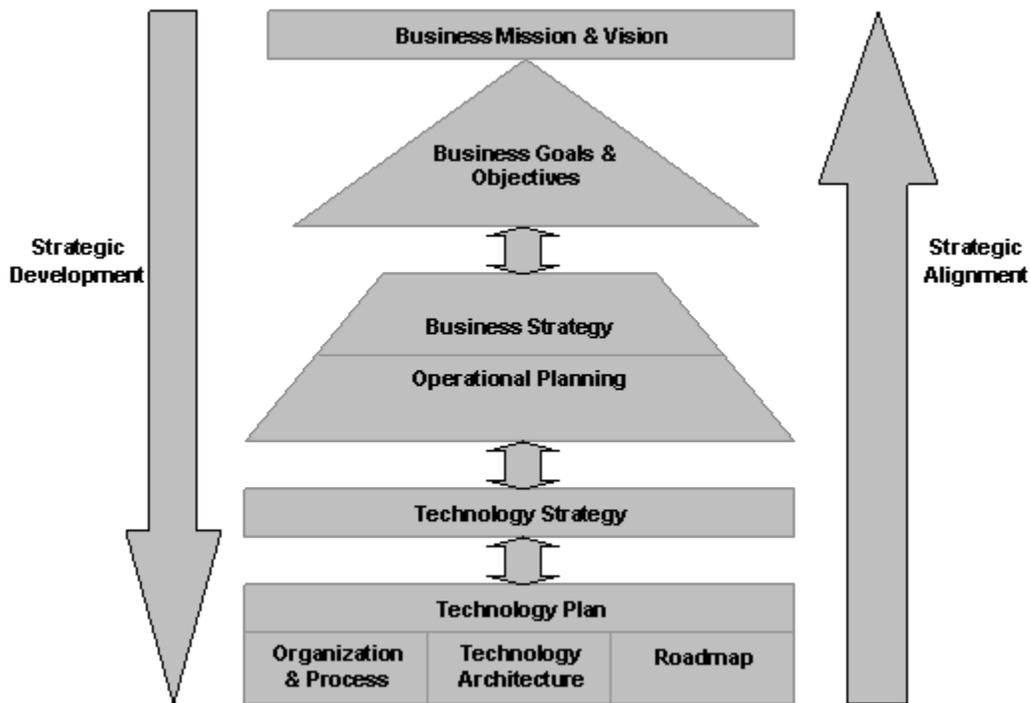
<b>Process Management</b>	Comprehensive integrated management of process
<b>Process Improvement</b>	Focused solutions to eliminate root cause of business issues
<b>Process Redesign</b>	Replace process that cannot meet requirements through improvement
<b>Voice of the Customer</b>	Performance defined based on customer requirements
<b>Balanced Scorecards/ Dashboards</b>	Measurement of quality, speed, cost
<b>Data and Fact Driven</b>	Statistically valid quantitative analysis

<b>Proactive Management</b>	Focus on early detection of problems and problem prevention
<b>End-to-End Process Focus</b>	Process goals and objectives replace functional view
<b>Linkage to Business Strategy</b>	Process goals and requirements aligned to business strategy

### Strategic Planning

Our strategic planning methodology is widely recognized and based on extensive experience in working with public and private organizations. The methodology is time tested and incorporates the philosophy of aligning the actions of an organization to the overall strategic direction.

#### Methodology Overview



North Highland's Strategic Planning Methodology unites the mission and vision of the organization with the operational elements necessary for fulfilling a set of crucial objectives. We have a proven, systemic approach for moving the organization to focused decision making.

North Highland focuses on helping organizations:

- Identify their short-term purpose and long-term ambition;
- Develop specific objectives and clarify the processes to achieve them;
- Create a communication plan to unite the entire organization; and
- Design a management-reporting tool to serve as a decision support mechanism for achieving the defined objectives.

Through value chain analysis, we help our clients steer their organizations through the opportunities and threats posed by competitors, government actions, international market forces, new technology, and other factors outside their organization's control.

Following is a list of some of the planning services offered by North Highland:

- Conducting comprehensive strategic business planning
- Facilitating strategy planning and review sessions
- Conducting market and industry research, including competitive evaluation
- Developing realistic, measurable goals
- Creating executive information management systems and reporting tools
- Planning and implementing organizational change management
- Implementing activity-based management processes

### *Facilitation Services*

North Highland Facilitation Services are designed to help organizations boost their return on human capital. Whether working with teams to facilitate collaboration to helping leadership develop and implement a strategic plan, our consultants can help organizations work better and more productively. We work with leadership and teams to develop skills, techniques and ways of thinking that they can use to increase productivity, foster innovation and take a proactive approach to problem solving.

Our session facilitators are specialists in the field and internationally recognized. With expertise in all aspects of group dynamics and collaborative processes, North Highland facilitators design creative and productive sessions to meet an organization's business need. Through our facilitation services we assist agencies in:

- the use of problem solving techniques
- resolving disputes, disagreements, and divergent views
- providing a draft for the permanent record
- defining and refining the agenda
- logistical meeting/conference support when performing technical facilitation
- recording discussion content and focusing decision-making
- debriefing and overall meeting planning
- convening and leading large and small group briefings and discussions
- preparing draft and final reports for dissemination

### *Customized Methodology*

Following careful collaboration with the meeting sponsor and key stakeholders, North Highland draws from a wealth of experience in similar sessions to develop a client-customized session design that builds team skills while creating the agreed deliverable. North Highland facilitators provide structured session agendas that integrate with your programs, team needs, and priorities.

### *Survey Services*

Productive teams begin with a strong basis in objective data. North Highland provides a full spectrum of assessment services in support of workshop requirements, such as:

- planning survey design
- defining and refining the agenda
- sampling; survey development
- survey database administration
- pretest/pilot surveying
- assessing reliability and validity of data

- determining proper survey data collection methodology
- administering surveys using various types of data collection methods
- analyses of quantitative and qualitative survey data
- Production of reports to include, but not limited to: description and summary of results with associated graphs, charts, and tables; description of data collection and survey administration methods; discussion of sample characteristics and the representative nature of data; analysis of non-response; and briefings of results to include discussion of recommendations and potential follow-up actions

Our assessment experts are experienced in all types of survey projects, structured interviewing, focus groups, and high quality analysis and reporting of assessment data. Sample Assessment includes the following topics and methods:

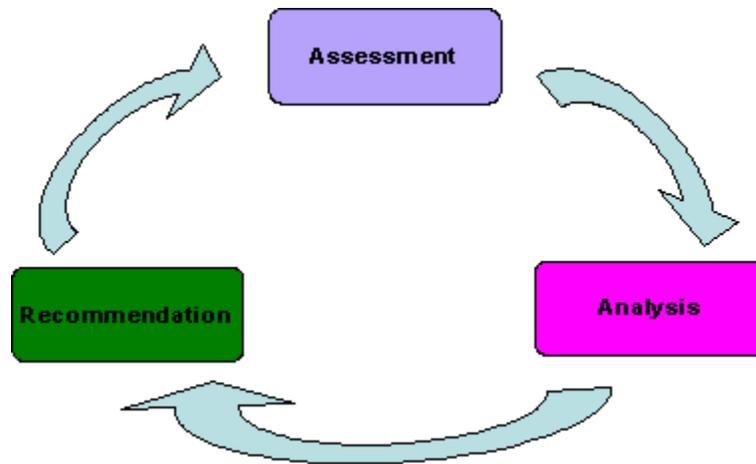
- Employee surveys integrating both paper and web distribution and collection methodologies
- Stakeholder assessments that integrate surveys with structured interviews and focus group data
- Leadership capability assessments (Kouzes and Posner, Center for Creative Leadership, Lencioni, and others)
- Cultural assessments
- Emotional intelligence assessments
- Skill assessments based on client-specific competency structures
- Training needs assessment
- Communications and behavior profiling (DISC, Myers-Briggs, Birkman, and others)

## SIN 874-7: Integrated Business Program Support Services

**Independent Verification and Validation** - The purpose of an independent verification and validation (IV&V) is to provide an unbiased review and assessment of a project or process to help ensure that it is meeting its desired goals, it adheres to internally documented or recognized industry standards and guidelines, the products or deliverables are of high quality and complete, appropriate controls are defined and in place, and that the stakeholders in the process are effectively involved and aligned. This requires deep subject matter expertise in the process, project management discipline skills, and skills in change management to understand and address the organizational aspects of the project.

IV&V assessments can be performed on a wide range of processes including everything from individual project or business process review, through highly technical and specific HIPAA or corporate security reviews. North Highland has successfully performed a variety of IV&V reviews for government and commercial clients. North Highland has developed a process, named Quality Partners, to internally perform IV&V reviews of all of our projects to help ensure quality and effectiveness in project execution. North Highland continually refines this process to adapt to the current market and requires all of our project team leaders to participate as part of their ongoing education.

The following diagram (Figure 2-1) illustrates the stages that comprise the major components of an IV&V project.



**Figure 2-1: IV&V Project Stages**

**Assessment** - During the Assessment stage of an IV&V project, information on the project, processes, people and products (or deliverables) are identified and gathered for analysis and monitoring. Interviews are conducted with stakeholders and persons executing the project and processes to gather pertinent information to understand and identify potential areas of deficiency in the project's processes and deliverables. An understanding of the purpose, goals, effectiveness of the processes, relevance of deliverables, and major issues and risks is developed. Existing process documentation and work products, including deliverables, are gathered for review. Additionally, tools and/or technologies used in the delivery process are also assessed during this stage.

**Analysis** - All processes and products are analyzed during this Analysis stage. At this time, risks and mitigation strategies, quality management and change management practices are used as key indicators to the overall project health. Additionally, controls for schedule, budget and resources are reviewed to confirm progress towards the desired end result. Based on our subject matter expertise and documented or industry standards and guidelines, comparisons are made and documented. When reviewing processes utilized on a project, each process is reviewed for completeness, efficiency and effectiveness. Some of the points considered during this analysis include:

- Is the process appropriate to deliver expected results?
- Is the process complete or are there missing steps?
- Is the process adequately documented and followed?
- Are there adequate controls in place to ensure quality and mitigate risk?
- Are the right people with the right skills and training involved in the process?

The work products and/or deliverables are reviewed for accuracy, completeness and quality. Special attention is given to adherence to standards and guidelines and whether the products or deliverables contribute to the achievement of the client's strategy and purpose.

**Recommendation** - During the Recommendation stage, gaps and deficiencies from the Analysis stage are highlighted and documented. North Highland utilizes scorecards to represent the comparisons between standards or guidelines or client needs, and the findings of our analysis. The detailed formats of these scorecards vary between the different types of IV&V projects, but all are graphic demonstrations of the findings and gaps. Based on the documented findings and gaps, appropriate recommendations are identified to close gaps or mitigate identified risks. As part of our final recommendations, North Highland provides recommendations which are balanced between the client's environment and industry leading practices to help ensure the

recommendations can be implemented in that environment. These findings and recommendations are presented to the client for understanding and implementation.

Throughout the IV&V process, project management disciplines are utilized to help ensure the IV&V project is executed effectively, and that the process under review adheres to these important disciplines. The following sections describe North Highland's approach to risk management, quality management and change management.

**Risk Management** - The purpose of risk management analysis is to identify and prioritize areas of potential risk in a project; and to develop responses and strategies to mitigate these risks. If the client does not already have a risk management process in place, North Highland will assist in helping create a process which will enable the client to do so. Our approach for risk management from an IV&V perspective requires our project team to look closely at the risks that have already been identified, create new risks as a result of our analysis and work closely with the client to review and revise mitigation strategies to address each of the identified risks.

**Quality Management** - Our approach to Quality Management is designed to help ensure the project delivers the most complete and effective solution that addresses the purpose and goals of the project according to the project schedule. On long-term project reviews, we work closely with the project leadership team to define the Quality Management approach and document this approach in the project charter during project initiation. Throughout the project, regular reviews of project management and project deliverables are conducted at specified points in the work plan. Missing or inadequate deliverables are addressed in a timely manner to help ensure the effective delivery of the project. North Highland depends on its highly experienced people to review deliverables against the clients' needs, as well as, provides recommendations for improvement based on its breadth of industry knowledge of leading practices in the current market. The intent is to maximize the quality of the content of the deliverable to help ensure its relevance to the end project goals.

**Change Management** - At North Highland, the term Change Management is used in reference to the softer side of major projects; that is the people, culture and organizational change brought about by the project. Likewise, the project management process of managing change to the scope of an individual project is called Scope Management (Change Control). Both of these aspects are important in the successful management of a project and are critical in providing the whole picture to the client at the end of an IV&V assessment.

**Managing Change** - Managing change is the discipline that enables an organization and its individual employees to effectively meet new and existing performance goals and is an important part of all North Highland engagements. Within our Change Management Analyze and Recommend process, we:

- Focus on the people component of the change;
- Work to understand and recommend ways to successfully align people, processes, technology, and strategy; and,
- Recommend ways to integrate Change Management activities throughout the project by:
  - o Reviewing and recommending ways to build sponsorship and leadership;
  - o Provide recommendations on communicating with stakeholders;
  - o Foster ownership through quality across the project;
  - o If applicable, train the organization to implement the recommendations; and,
  - o Recommend alternatives to align the organization.

**Scope Management (Change Control):** - Scope Management helps to ensure that requested changes to the project scope are justified, measured, and approved prior to implementation. More often than not, projects are doomed from the beginning if a strong

Scope Management (Change Control) process is not implemented and followed. As a task in our Assessment and Analyze processes, North Highland will review existing controls in practice for managing scope. If a standard process is not in place, we will recommend and if needed, provide a customizable Change Control process that has built in flexibility to best fit our clients' needs.

Status Reports including Executive Dashboard Summary;

- Recommendation Document with recommendations that are implementable and measurable;
- Frequent informal meetings with project management and sponsors; and,
- Formal delivery of findings and recommendations to Project Steering Committees or Oversight Committees (typically in the form of a presentation accompanying the written Recommendations Document).

## Labor Category Descriptions

### **Business Analyst I**

Functional Responsibility: Level 1 Business Analysts work on projects related to consulting services, business improvement efforts, facilitation services, and all aspects of work within the context of PSS. They perform consulting activities to assist clients in activities such as building leadership, performing strategic planning, conducting information analysis, developing process improvements, performing facilitation services, and improving an organization's business results.

Minimum Education: Bachelor's Degree or equivalent.\*

Minimum Experience: 1 year of work experience.

### **Business Analyst II**

Functional Responsibility: Level II Business Analysts work on projects related to consulting services, business improvement efforts, facilitation services, and all aspects of work within the context of PSS. They perform consulting activities to assist clients in activities such as leading work streams, building leadership, performing strategic planning, conducting information analysis, developing process improvements, performing facilitation services, and improving an organization's business results.

Minimum Education: Bachelor's Degree or equivalent.\*

Minimum Experience: 2 years of work experience.

### **Consultant**

Functional Responsibility: Consultants apply broad management skills and specialized functional and technical expertise to the design and management of PSS consulting projects.

Minimum Education: Bachelor's Degree.

Minimum Experience: 5 years of work experience or equivalent.\*

### **Specialist**

Functional Responsibility: Specialists provide expert advice in a particular consulting field. Specialists bring best practices and innovative ideas to the team. They adapt latest trends to in their field to the project at hand.

Minimum Education: Bachelor's Degree.

Minimum Experience: 15 years in related field or equivalent.\*

Certifications: Certifications and associations expected in area of specialty (i.e., Security, Computer Networks, Information Technology Management, Business Performance Improvement).

### **Manager**

Functional Responsibility: Managers are Project Team Members with a primary focus on delivery. They plan and lead work streams, assure quality completion of the deliverables, participate in new process visioning and design, and plan new solution implementations.

Minimum Education: Bachelor's Degree.

Minimum Experience: 10 years of work experience or equivalent.\*

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

### **Senior Manager**

Functional Responsibility: Senior Managers perform day-to-day management of overall project/contract support functions, possibly involving multiple projects and groups of personnel at multiple locations. They organize, direct, and coordinate the planning and production of all contract support activities. Senior Managers provide the primary interface with client management personnel regarding strategic issues, and direct completion of the projects within estimated time frames and budget constraints.

Minimum Education: Bachelor's Degree.

Minimum Experience: 10 years of relevant work experience or equivalent.\*

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

### **Principal**

Functional Responsibility: Principals typically fill the role of Project Manager or Account Manager. In some cases, however, they may be asked to share their experience in the role of Project Team Member. They plan and guide multiple complex projects and provide thought-leadership in all roles.

Minimum Education: Bachelor's Degree.

Minimum Experience: 15 years of experience in a related field or equivalent.\*

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

### **Managing Director**

Functional Responsibility: Managing Directors typically fill the role of Program Manager or Account Manager. They plan and guide multiple complex projects with high visibility and business impact and oversee all aspects of executive interaction.

Minimum Education: Bachelor's Degree.

Minimum Experience: 15 years of experience in related field or equivalent.\*

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

### **Executive Director I**

Functional Responsibility: Level 1 Executive Directors provide expert advice, assistance, guidance and counseling in support of organizational improvement efforts in such areas as program and project management, project integration, and program oversight for projects related to consulting services, business improvement efforts, facilitation services, within the context of PSS. They conduct quality assurance reviews for all aspects of key projects.

Minimum Education: Master's Degree or equivalent.\*  
Minimum Experience: 10 years of relevant experience.

### **Executive Director II**

Functional Responsibility: Level II Executive Directors provide expert advice, assistance, guidance and counseling in support of organizational improvement efforts in such areas as program and project management, project integration, and program oversight for projects related to consulting services, business improvement efforts, facilitation services, within the context of PSS. They conduct quality assurance reviews for all aspects of key projects.

Minimum Education: Master's Degree or equivalent.\*  
Minimum Experience: 20 years of relevant experience.

\*Substitution/Equivalency:

- BS/BA = six years general experience.
- MS/MA = three years general experience.
- Ph.D. = four years general experience.

Example: MS/MA degree = BS/BA +three years of general experience.

# Labor Rates

Rates per hour apply to the following SINs: 874-1, 874-7

Labor Category Title	Option 2 Year 11 4/6/14 - 4/5/15	Option 2 Year 12 4/6/15 - 4/5/16	Option 2 Year 13 4/6/16 - 4/5/17	Option 2 Year 14 4/6/17- 4/5/18	Option 2 Year 15 4/6/18 - 4/5/19
Executive Director II	\$311.68	\$317.91	\$324.27	\$330.76	\$337.38
Executive Director I	\$289.06	\$294.84	\$300.74	\$306.75	\$312.89
Managing Director	\$280.80	\$286.42	\$292.15	\$297.99	\$303.95
Principal	\$259.75	\$264.95	\$270.25	\$275.66	\$281.17
Senior Manager	\$238.68	\$243.45	\$248.32	\$253.29	\$258.36
Manager	\$224.64	\$229.13	\$233.71	\$238.38	\$243.15
Specialist	\$274.36	\$279.85	\$285.45	\$291.16	\$296.98
Consultant	\$180.00	\$183.60	\$187.27	\$191.02	\$194.84
Business Analyst II	\$ 98.65	\$100.62	\$102.63	\$104.68	\$106.77
Business Analyst I	\$ 78.93	\$ 80.51	\$ 82.12	\$ 83.76	\$ 85.44

The Service Contract Act (SCA) is applicable to this contract and as it applies to the entire 00CORP The Professional Services 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 29CRF 5413.300), 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.

## Contact Information

### Contractual POC

Micheala Barrett  
 The North Highland Company  
 1501 Wilson Boulevard  
 Suite 900  
 Arlington, VA 22209  
 571-480-4362  
[Micheala.Barrett@northhighland.com](mailto:Micheala.Barrett@northhighland.com)

### Technical POC

Martin J. Brennan III  
 The North Highland Company  
 1501 Wilson Boulevard  
 Suite 900  
 Arlington, VA 22209  
 703-253-8308  
[Marty.Brennan@northhighland.com](mailto:Marty.Brennan@northhighland.com)