



General Services Administration Federal Acquisition 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 is available through GSA Advantage!™, a menu-driven database system. The INTERNET address for GSA Advantage!™ is:
<http://www.GSAAdvantage.gov>.

Schedule for	Professional Services Schedule (PSS)
SIN	874-1 Integrated Consulting Services
Contract Number	GS-10F-0299Y

For more information on ordering from Federal Supply Schedules, click on the FSS Schedules button at fss.gsa.gov.

Contract Period	5/14/2017 through 5/13/2022 (Option Period One)
Contractor	The Highlands Consulting Group LLC 400 Capitol Mall, Suite 1630 Sacramento, CA 95814-4434
Business Size	Small
Telephone	(916) 448-4300
Fax Number	(916) 448-4301
Website	www.highlandsconsulting.com
Email	sales@highlandsconsulting.com
Contract Administration	Nancy Schneidewind

CUSTOMER INFORMATION

- 1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers: 874-1/1RC
- 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): Domestic only
5. Point(s) of production (city, county, and state or foreign country): Same as company address
6. Discount from list prices or statement of net price: Government net prices (discounts already deducted). See Attachment
7. Quantity 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 whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: will accept over \$3,000
10. Foreign items (list items by country of origin): None
- 11a. Time of Delivery (Contractor insert number of days): Specified on the 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 deliveries 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 also contact the Contractor's representative to effect a faster delivery: Contact Contractor

12. F.O.B Points(s): Destination
- 13a. Ordering Address(es): Same as Contractor
- 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(es): Same as company address
15. Warranty provision: Contractor's standard commercial warranty.
16. Export 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. 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/
25. Data Universal Numbering System (DUNS) number: 96-5028611
26. Notification regarding registration in Central Contractor Registration (CCR) database: Registered

THE HIGHLANDS CONSULTING GROUP LLC HISTORY AND VALUES

The Highlands Consulting Group LLC (Highlands Consulting) is a management consulting firm dedicated to serving the public sector. We have completed more than 240 contracts and served more than 35 government clients since 2002, all with positive references. Our senior-level team brings the following core values to our clients:

- We produce high-quality and accurate work
- We listen and are responsive
- We work with integrity
- We collaborate to achieve successful outcomes
- We seek 100% client satisfaction

HIGHLANDS CONSULTING HIGH-LEVEL APPROACH

Recognizing that each agency's program needs and objectives are unique, Highlands Consulting brings deep program experience in many public sector business functions, such as emergency management, transportation, social services, and health care.

SIN 874-1: Integrated Consulting Services

Highlands Consulting provides a broad range of business consulting services as defined by SIN 874-1 and further described below:

1. Strategic Planning
2. Business Planning and Feasibility Studies
3. Process and Organizational Change Management
4. Customized Business and Prosci® Organizational Change Management Training
5. Facilitation
6. Survey Design and Reports

1. Strategic Planning

Highlands Consulting helps our clients improve their performance through our proven and structured strategic planning methodology. Our strategic planning processes and tools enable our clients to develop their vision, mission, goals, and objectives, as well as meaningful performance measures which are paramount to achieving accountability and transparency.

Our consultants and highly skilled facilitators actively engage participants to contribute and share concepts, generate fresh ideas, as well as challenge the status quo. We adapt our approach to fit the culture of your organization and to create truly meaningful and useful strategic planning products and tools.

Some of our strategic planning activities include:

- Visioning and strategy sessions (including retreats and off-sites)
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- Program evaluation and environmental assessments
- Benchmarking
- Organization assessment
- Executive coaching
- Program design
- Performance measurement and metrics development
- Communication and strategic plan rollout

HIGHLANDS CONSULTING HIGH-LEVEL APPROACH (continued)

Highlands Consulting has experience helping our clients leverage their strategic plans to implement action steps including business process improvement, feasibility studies, and program plans and reports.

2. Business Planning and Feasibility Studies

Highlands Consulting has assisted numerous public sector clients with planning for new program needs. Specifically, our consultants can:

- Develop the baseline analysis
- Document high-level requirements
- Conduct informal market research
- Develop the business case
- Develop the proposed solution and alternatives
- Document the project management plan
- Identify project risk and mitigation strategies
- Document current and anticipated costs
- Develop formal business cases and feasibility studies

Our long-term success in business case and feasibility studies is based upon factors such as 1) working closely with each client to understand their unique program objectives, 2) conducting detailed analysis of the pros/cons of alternatives, and 3) facilitating review in coordination with budget processes and staff.

3. Process and Organizational Change Management

Since 2002, Highlands Consulting has provided organizational and process change management support for complex public sector initiatives.

The Prosci® Methodology is considered the de facto change management standard by many Fortune 100 companies and many of the largest Federal agencies, including the Department of Defense, GAO, United Nations, Coast Guard, and State of California.

Highlands Consulting is the only U.S. firm in the Prosci® Global Alliance Network (GAN) that focuses on Prosci® training and consulting for government.



Highlands Consulting's certified Prosci® consultants have provided a broad range of organizational change management (OCM) strategy and support services for large-scale government initiatives. We have subject matter expertise in a variety of program areas, such as emergency management, health care, human services, and transportation. Project tasks have included:

HIGHLANDS CONSULTING HIGH-LEVEL APPROACH (continued)

- Conduct and interpret change readiness assessments
- Develop an OCM strategy based upon structured methods
- Identify gaps between current and future state processes
- Develop an OCM plan specific to a program's business processes
- Facilitate stakeholder sessions to build consensus
- Coach executives on how to be effective change agents
- Build awareness through coordinated communication planning
- Develop resistance management plans to mitigate future risk
- Evaluate and measure the change outcomes

4. Customized Business and Prosci® OCM Training

Highlands Consulting's consultants develop customized business training programs, from curriculum to delivery, to meet your program needs. We offer training evaluation and training needs assessment services, as well as full customized training delivery services. We work closely with our clients to design sessions that are efficient and effective; involve active learning methods at the appropriate level; and that encourage action and peer-to-peer learning.

In addition, as a Prosci® Authorized Training Provider, Highlands Consulting offers onsite change management training, spanning the entire project life cycle, with topics such as:

- Psychology of Change
- Prosci® 3-Phase Process for Managing Change
- Return on Investment (ROI) of Change Management
- Best Practices in Change Management
- Prosci® ADKAR® Model: Awareness, Desire, Knowledge, Ability, Reinforcement®
- Change Management Strategy and Master Plan
- Sponsorship Roadmap
- Communication Plan
- Training Plan
- Coaching Plan
- Resistance Management Plan
- Reinforcing Change

HIGHLANDS CONSULTING HIGH-LEVEL APPROACH (continued)

Courses are offered based upon each agency's unique needs and project roles:

- **Prosci® Certification Program (3 days):** Includes all of the above topics, resulting a customized change management plan by each participant for use upon returning to work. Participants become certified Prosci® Change Management Practitioners, and get a 1-year subscription to many online tools.
- **Prosci® Manager Program (1 day):** Prepares managers for their own changes, while leading and coaching employees through change, large or small.
- **Prosci® Sponsor Briefing (1/2 day):** Trains sponsors on how to take a visible and active approach during the change effort, to achieve strategic business results.
- **Prosci® Delivering Project Results Workshop (1/2 day):** Introduces change management to project team members using a framework that integrates with the overall project plan.
- **Prosci® Fundamentals of Change (1/2 day):** Introduces the fundamental concepts of change management to senior leadership, to build awareness of and desire for a formal change program.

5. Facilitation

The Highlands Consulting facilitation approach and seasoned facilitators ensure that solutions and decisions are created, understood, and accepted by participants. We facilitate board off-sites, strategic planning sessions, focus groups, multi-day summits, small groups, and inter- and intra-departmental teams to success. The following is a high-level summary of our customizable approach:

- Facilitation Planning
 - Define Roles and Responsibilities
 - Identify Session/Workshop Goals
 - Identify Meeting Participants
 - Develop Facilitation Guide
 - Develop Agenda
- Facilitation Execution
 - Lay the Ground Rules
 - Define the Session for Participants
 - Execute the Facilitation Guide
 - Capture Agreements
 - Facilitate Disagreements/Conflict
 - Parking Lot Intractable Issues
 - Communicate Next Steps

HIGHLANDS CONSULTING HIGH-LEVEL APPROACH (continued)

- Post Facilitation
 - Conduct “Hotwash” to Identify Lessons Learned
 - Document Final Agreements
 - Assign and Follow Up on Action Items

6. Survey Design and Reports

Highlands Consulting provides a wide spectrum of survey services to gather and analyze quantifiable data in support of program planning and change:

- Survey planning, including sampling methodology
- Survey design and development, including statistical analysis
- Survey execution, via interviews, focus groups, web tools, email, and paper
- Survey results analysis, both quantitative and qualitative
- Survey database administration and report development
- Survey debrief with stakeholders
- Knowledge transfer of survey methods and tools

Our consultants have provided the above assessment and survey services in support of the following project objectives:

- Program and policy analysis
- Best practices / market analysis
- Business process change
- Training needs analysis
- Skills inventory and analysis
- System readiness

HIGHLANDS CONSULTING GSA PRICING

Labor Category	Option Period I				
	Year 6 (5/15/2017- 5/13/2018)	Year 7 (5/15/2018- 5/13/2019)	Year 8 (5/15/2019- 5/13/2020)	Year 9 (5/15/2020- 5/13/2021)	Year 10 (5/15/2021- 5/13/2022)
Project Director	\$233.48	\$238.38	\$243.39	\$248.50	\$253.72
Project Manager II	\$179.69	\$183.46	\$187.32	\$191.25	\$195.27
Project Manager I	\$160.90	\$164.28	\$167.73	\$171.25	\$174.85
Technical Specialist	\$138.65	\$141.56	\$144.53	\$147.57	\$150.67
Lead Project Consultant	\$160.90	\$164.28	\$167.73	\$171.25	\$174.85
Business Analyst	\$116.29	\$118.73	\$121.23	\$123.77	\$126.37

LABOR CATEGORY DESCRIPTIONS

Project Director

Functional Description: Serves as the senior level executive contact for client relations and provides overall direction and expertise across numerous projects, including the formation of project governance policies and processes and oversight and guidance to the project team to facilitate service delivery. Leads projects utilizing experience in process analysis and redesign, financial management, performance measurement and management, strategy and risk management, organization redesign/workforce planning, or a related functional business field.

Minimum Experience and Education: A minimum of 10 years senior level experience in business consulting, process improvement, strategy, financial management, or a related field with a Bachelor's Degree from an accredited college/university. An advanced degree may be substitute for two years of experience.

Project Manager II

Functional Description: Serves as the primary contact for client relations. Works with the client to define the project scope and leads and directs project staff. Manages the project schedule, budget, cost and risk management, and delivery of the project. Utilizes experience in process analysis and redesign, financial management, performance measurement and management strategy, risk management, organization, design/workforce planning, or a related functional business field.

Minimum Experience and Education: A minimum of six years of experience in business consulting, process improvement, strategy, financial management, or a related field with a Bachelor's Degree from an accredited college/university. An advanced degree may be substitute for two years of experience. A professional certification (e.g., PMP, Six Sigma Green/Black Belt) is desirable.

Project Manager I

Functional Description: Serves as the primary contact for client relations. Works with the client to define the project scope and leads and directs project staff. Manages the project schedule, budget, cost and risk management, and delivery of the project. Utilizes experience in process analysis and redesign, financial management, performance measurement and management

strategy, risk management, organization, design/workforce planning, or a related functional business field.

Minimum Experience and Education: A minimum of five years of experience in business consulting, process improvement, strategy, financial management, or a related field with a Bachelor's Degree from an accredited college/university. An advanced degree may be substitute for two years of experience. A professional certification (e.g., PMP, Six Sigma Green/Black Belt) is desirable.

Technical Specialist

Functional Description: Analyzes technical processes and systems, documents baseline analysis, conducts best practices assessments, operational analysis, and performance modeling. Establishes and improves process performance metrics, performs business process improvement, and creates implementation plans.

Minimum Experience and Education: A minimum of four years of experience in technical consulting, process improvement, or a related field with a Bachelor's Degree from an accredited college/university. Four years of experience may be substituted for the education requirement.

Lead Project Consultant

Functional Description: Provides specialized experience in process analysis and redesign, financial management, performance measurement and management, strategy, risk management, organization design/workforce planning, or a related functional business field. Advises on methodology and team structure while coordinating analyses with other project personnel. Applies technical and analytical approaches to address client issues related to process management, strategy and change management for process improvement, organizational transformation, and/or related areas.

Minimum Experience and Education: A minimum of five years of experience in business consulting, process improvement, strategy, financial management, or a related field with a Bachelor's Degree from an accredited college/university. An advanced degree may be substitute for two years of experience. A professional certification (e.g., PMP, Six Sigma Green/Black Belt) is desirable.

Business Analyst

Functional Description: Analyzes business processes and operations, documents baseline analysis, conducts best practices assessments, operational analysis, and performance modeling. Establishes and improves process performance metrics, performs business process improvement, and creates implementation plans.

Minimum Experience and Education: A minimum of two years of experience in business consulting, process improvement, or a related field with a Bachelor's Degree from an accredited college/university. Four years of experience may be substituted for the education requirement.