



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

Schedule for	Multiple Award Schedule (MAS)
Large Category	Professional Services
Subcategory	541611 - Management and Financial Consulting, Acquisition and Grant Management Support, and Business Program and Project Management Services OLM – Order-Level Materials
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, Ste 1630 Sacramento, CA 95814-4419
Business Size	Small
Telephone	(916) 448-4300
Fax Number	(916) 448-4301
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Contract Administration	Nancy Schneidewind

Price list current as of Mass Mod A812 effective 02/04/2020



CUSTOMER INFORMATION

- 1a. Table of awarded Special Item Number(s):
541611, 541611RC
OLM, OLMRC, OLMSTLOC
- 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. "Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions."
- 9a. Notification that Government purchase cards are accepted at or below 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 affect a faster delivery: Contact Contractor

12. F.O.B point(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) are found in Federal Acquisition Regulation (FAR) 8.405-3.
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
- 20a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A
- 20b. 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. contactor'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 System for Award Management (SAM) 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. As of 2020 we have completed more than 285 contracts and served more than 45 government clients, all with positive references. Our senior-level team brings the following core values to our clients:

- Innovative Results
- Responsiveness
- Collaboration
- Integrity
- Quality
- 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, public health, and health care.

Category 541611: Management and Financial Consulting, Acquisition and Grant Management Support, and Business Program and Project Management Services

Highlands Consulting provides a broad range of business consulting services as defined by SIN 541611 and further described below:

1. Strategic and Organizational Planning
2. Acquisition and Grant Management Support
3. Business Process Improvement and Organizational Change Management
4. Facilitation
5. Surveys Design and Reports
6. Business Program and Project Management

1. Strategic and Organizational Planning

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

Our public sector consultants are highly skilled facilitators who 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 each organization, 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)
- Organization assessment
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- Program evaluation and environmental assessments
- Executive coaching
- Program design
- Benchmarking
- Performance measurement and metrics development
- Communication and socialization of organizational and strategic plans

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

2. Acquisition and Grant Management Support

Highlands Consulting has assisted numerous public sector clients with acquisition planning, acquisition management, and grant management.

For **acquisition planning**, our consultants have expertise in developing business case and feasibility studies to justify large purchases. We perform a variety of tasks such as:

- 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 acquisition planning 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 solution alternatives, and 3) facilitating review in coordination with budget processes and staff.

For **acquisition management**, we are knowledgeable of the wide array of public sector procurement best practices as advocated by the National Institute of Governmental Purchasing (NIGP) and National Procurement Institute (NPI). We perform a variety of tasks such as:

- Confirm the proper solicitation schedule, template, and contract language
- Develop solicitation content, such as Statement of Work, Business and Technical Requirements, and Minimum Experience
- Develop meaningful evaluation criteria and tools
- Manage active solicitation processes such as bidder questions, conferences
- Coordinate solicitation review and evaluation
- Support contract execution and project readiness

We listen and collaborate with both business and technical staff who are often geographically dispersed. We actively engage diverse stakeholders to bridge any gaps and reach consensus how best to procure products and/or services.

For **grant management**, we have experience helping our public sector clients manage large grant portfolios and systems, typically through the following tasks:

- Design, develop, and implement grants management processes and procedures
- Review and evaluate the efficiency and workflow of grants processes
- Initiate, plan, and conduct surveys and studies to recommend improved processes and/or automation alternatives.

3. Business Process Improvement and Organizational Change Management

Since 2002, Highlands Consulting has provided business process improvement and organizational change management (OCM) for complex public sector initiatives with project budgets ranging from \$2 million to over \$600 million. We have helped more than 55 government clients analyze their current business processes and systems, as well as design and implement improved business processes.

At its core, business process improvement involves moving from a current to a future state. Given this transition, an awareness and appreciation of change lies at the heart of our approach. Whether the change is due to new legislation, program policies, business processes, or technologies, the ultimate measure of success is how people embrace and incorporate new ways of doing business. All of our consultants have extensive experience in both business process improvement and organizational change management, and possess numerous industry credentials.

Our consultants average 12 years of hands-on OCM experience with large-scale government operations using Prosci. The Prosci ADKAR Methodology is the change management standard adopted by many of the largest Federal agencies, including the Department of Defense, GAO, United Nations, the US Navy, and the Coast Guard. Highlands Consulting has more than 30 Prosci-certified consultants who have also stayed current on emerging OCM methods and research. We are members and officers of the Association for Change Management Professionals (ACMP).

Our clients' OCM needs vary significantly depending on the nature of the change – organizational, process, and/or technical – as well as the size and culture of the organization. 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:

- 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. Facilitation

Highlands Consulting's experienced facilitators ensure that solutions and decisions are created, understood, and accepted by participants. We facilitate executive 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
 - Develop and execute Facilitation Guide
 - Capture agreements and facilitate disagreements
 - Parking lot intractable issues
 - Communicate next steps
- Post Facilitation
 - Conduct "hotwash" to identify lessons learned
 - Document final agreements
 - Assign and follow-up on action items

5. Survey Design and Reports

Highlands Consulting provides a wide array 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 debriefs with stakeholders
- Knowledge transfer of survey methods and tools

Our consultants have provided the above 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

6. Business Program and Project Management

Based upon Highlands Consulting's experience in providing business program and project management support services for large government agencies, we offer an established methodology, best practices, tools, and techniques. Our project management methods focus on delivering services that are responsive to each agency's unique needs, yet are rooted in industry standards, such as the Project Management Body of Knowledge (PMBOK). ***All of our consultants are certified Project Management Professionals (PMPs).***

Having served large government agencies for so many years, all of our project managers have extensive experience developing comprehensive program and project management plans, such as:

- Communication Plan
- Schedule Management Plan
- Contract Management Plan
- Risk Management Plan
- Issue Management Plan
- Change Control Plan
- Scope Management Plan
- Cost Management Plan
- Configuration Management Plan

Highlands Consulting has developed a variety of project management tools and techniques to keep programs and projects accountable for managing, measuring, and reporting on progress, risks, and issues, as summarized in the following table. We work closely with program and project management offices (PMOs) to agree upon the preferred methods to support communication, decision-making, and accountability.

Types of Project Management Reports

Report Category/Description	Questions Addressed
<p>Status Reports: Convey key management data regarding actual progress compared to planned progress. Progress, variance, and exception reports are included in this category. Project managers and business area leads generally supplement the reports with brief written commentary about the work in progress, planned work, and concerns.</p>	<ul style="list-style-type: none"> • What is the current forecasted completion date? • Were tasks completed this week as planned? Is the current trend likely to continue? • Based on current projections for hours and tasks, is the project scope increasing? • If tasks are behind schedule, are corrective actions taken?
<p>Resource Utilization Reports: Provide information for monitoring and analyzing the allocation and use of project consultant resources. Additionally, historical utilization data can be used to formulate resource-related projections and constraints for related projects where SMEs may be needed.</p>	<ul style="list-style-type: none"> • If less hours are worked than planned, will tasks complete on schedule? • If more hours are worked than planned, will tasks complete ahead of schedule? • Are overtime hours excessive? Is team burnout a possibility?
<p>Risk and Issue Resolution Reports: Provide status and trend data pertaining to risks and issues identified during the project. Logs depicting status of individual issues and summary reports highlighting total open and resolved issues should be included.</p>	<ul style="list-style-type: none"> • Is the number of risks and issues increasing or decreasing? • Are risks and issues resolved within required timeframes? • Is the number of risks and issues planned to close next week reasonable, given current trends? • Are new risks and vulnerabilities surfacing?
<p>Quality Reports: Provide information used to gauge overall quality of the work using predefined metrics as standards.</p>	<ul style="list-style-type: none"> • Is work produced according to standards? • Do discrepancies isolate specific problem areas? • Are quality standards sufficient? Too stringent? • Do team members understand document requirements and standards?
<p>Executive Project Dashboard Report: Provide key project status information to gauge overall project progress.</p>	<ul style="list-style-type: none"> • Is the project on budget? • Is the project on schedule? • What is the status of key project milestones? • Are there any project concerns or risks? • What is the overall project status and key accomplishments?

Report Category/Description	Questions Addressed
Steering Committee/ Executive Briefings: Provide executive level project status, escalate project issues for resolution, and request policy decisions or guidance.	<ul style="list-style-type: none">• What is the overall project status?• What were the key accomplishments this month?• What high-level issues are addressed?• What is the current status of high severity risks?• What is the IV&V project assessment to date?
Project Schedule: Provide periodic update on project tasks and overall schedule.	<ul style="list-style-type: none">• Is the project on schedule?• Are there any critical path concerns?• Are there any resource issues?• Are there any external dependencies?• When do we expect key milestones to complete?

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.