



## 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>.

<b>Schedule Title</b>	Multiple Award Schedule (MAS)
<b>FSC Group</b>	Professional Services Category
<b>FSC Class</b>	R408
<b>Contract Number</b>	GS-10F-0299Y

For more information on ordering from Federal Supply Schedules, go to the GSA Schedules page at [GSA.gov](http://GSA.gov).

<b>Contract Period</b>	5/14/2022 through 5/13/2027
<b>Contractor</b>	The Highlands Consulting Group LLC 400 Capitol Mall, Suite 1630 Sacramento, CA 95814-4434
<b>Business Size</b>	Small
<b>Telephone</b>	(916) 448-4300
<b>Fax Number</b>	(916) 448-4301
<b>Website</b>	<a href="http://www.highlandsconsulting.com">www.highlandsconsulting.com</a>
<b>Email</b>	<a href="mailto:sales@highlandsconsulting.com">sales@highlandsconsulting.com</a>
<b>Contract Administration</b>	Nancy Schneidewind

Price list current as of modification #PS-0029 effective March 22, 2022.  
Prices shown herein are net (discount deducted).



## 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. See page 9.
- 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. See page 9.
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.)
7. Quantity discounts: None
8. Prompt payment terms: Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of contractual agreement in exchange for other concessions.
9. Foreign items (list items by country of origin): None.
- 10a. Time of Delivery (Contractor insert number of days): Specified on the Task Order.
- 10b. 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.
- 10c. 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.
- 10d. 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.
11. F.O.B Points(s): Destination.
- 12a. Ordering Address(es): Same as Contractor.

- 12b. Ordering procedures: For supplies and services, the ordering procedures, and information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.
13. Payment address(es): Same as company address.
14. Warranty provision: Contractor's standard commercial warranty.
15. Export Packing Charges (if applicable): N/A.
16. Terms and conditions of rental, maintenance, and repair (if applicable): N/A.
17. Terms and conditions of installation (if applicable): N/A.
- 18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A.
- 18b. Terms and conditions for any other services (if applicable): N/A.
19. List of service and distribution points (if applicable): N/A.
20. List of participating dealers (if applicable): N/A.
21. Preventive maintenance (if applicable): N/A.
- 22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A.
- 22b. 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/](http://www.Section508.gov/): N/A.
23. GSA-SAM Unique Entity ID: FL62SWL65NK6.
24. Notification regarding registration in System for Award Management (SAM) database: Registered.

## **HIGHLANDS CONSULTING'S 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 275 public sector projects and served more than 55 government clients since 2002, 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'S HIGH-LEVEL APPROACH**

Recognizing that each agency's program objectives are unique, Highlands Consulting brings deep experience in many public sector business functions such as emergency management, transportation, social services, public health, and health care. Highlands Consulting provides a broad range of business consulting services as defined by SIN 541611 and further described below:

- Strategic and Organizational Planning
- Acquisition and Grant Management Support
- Business Process Improvement and Organizational Change Management
- Facilitation
- Surveys Design and Reports
- Business Program and Project Management

### ***Strategic and Organizational Planning***

Highlands Consulting helps our clients improve their performance through our proven and structured planning methodologies. Our planning processes 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 (both onsite and virtual)
- Organizational assessment
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- Program evaluation and environmental assessments
- Executive coaching

- Program design
- Best practices research and benchmarking
- Performance measurement and metrics development
- Communication and socialization of new 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.

### ***Acquisition and Grant Management Support***

Highlands Consulting has assisted numerous public sector clients with acquisition planning, acquisition management, and grants 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 collaborate with the Government's procurement team(s) to comply with GSA-required processes. To develop a Statement of Work, we gather input with both business and technical staff who are often geographically dispersed and/or remote. We actively engage diverse stakeholders to bridge any gaps and reach consensus how best to define the needed products and/or services.

For ***grant management***, we have experience helping our public sector clients manage multi-billion dollar 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

## ***Business Process Improvement and Organizational Change Management***

For 20 years, 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, complimented with numerous industry credentials.

Our consultants average 12 years of hands-on OCM experience with large-scale government operations using a variety of industry standard methodologies, including Prosci ADKAR 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 certified OCM consultants who have also stayed current on emerging methods and research.

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. Our projects have included:

- Conduct 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

## ***Facilitation***

Highlands Consulting's experienced facilitators ensure that solutions and decisions are created, understood, and accepted by participants. Whether in-person or virtually, we facilitate executive off-sites, strategic planning sessions, focus groups, multi-day summits, small groups, and inter- and intra-departmental teams for 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

Given remote and hybrid work environments, Highlands utilizes a variety of virtual tools for effective meeting facilitation. We have successfully utilized Microsoft Teams as it offers different channels and allows outside organizations (e.g., external stakeholders) to participate in a secure manner. We are experienced with many other collaboration tools such as WebEx, Zoom, Mural, Miro, Poll Everywhere, and Mentimeter – all of which encourage input, summarize feedback, and help reach consensus around specific concepts.

### ***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-based 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

### ***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 project management consultants are certified Project Management Professionals (PMPs).***

Having served large government agencies for over 20 years, all of our project managers have experience developing and executing comprehensive management plans, such as:

- Work Plan and Work Breakdown Structure
- Schedule Management Plan
- Contract Management Plan
- Vendor Management Plan
- Communication 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. We work closely with program and project management offices (PMOs) to agree upon the preferred methods to support communication, decision-making, and accountability.



## GSA HOURLY RATES (INCLUDING IFF)

Labor Category	Min Edu	Min Exp	Price Offered to GSA (including IFF)
Project Director	BA	10	\$230.08
Project Manager II	BA	6	\$177.07
Project Manager I	BA	5	\$158.56
Lead Project Consultant	BA	5	\$158.56
Technical Specialist	BA	4	\$134.61
Business Analyst	BA	2	\$114.59

*\*Note: Hourly rates are subject to annual EPA increases based upon the ECI Index.*

## 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 relevant 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 relevant 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 relevant experience. A professional certification (e.g., PMP, Six Sigma Green/Black Belt) is desirable.

### **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 relevant 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. An advanced degree may be substitute for two years of relevant experience.

### **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. An advanced degree may be substitute for two years of relevant experience.