

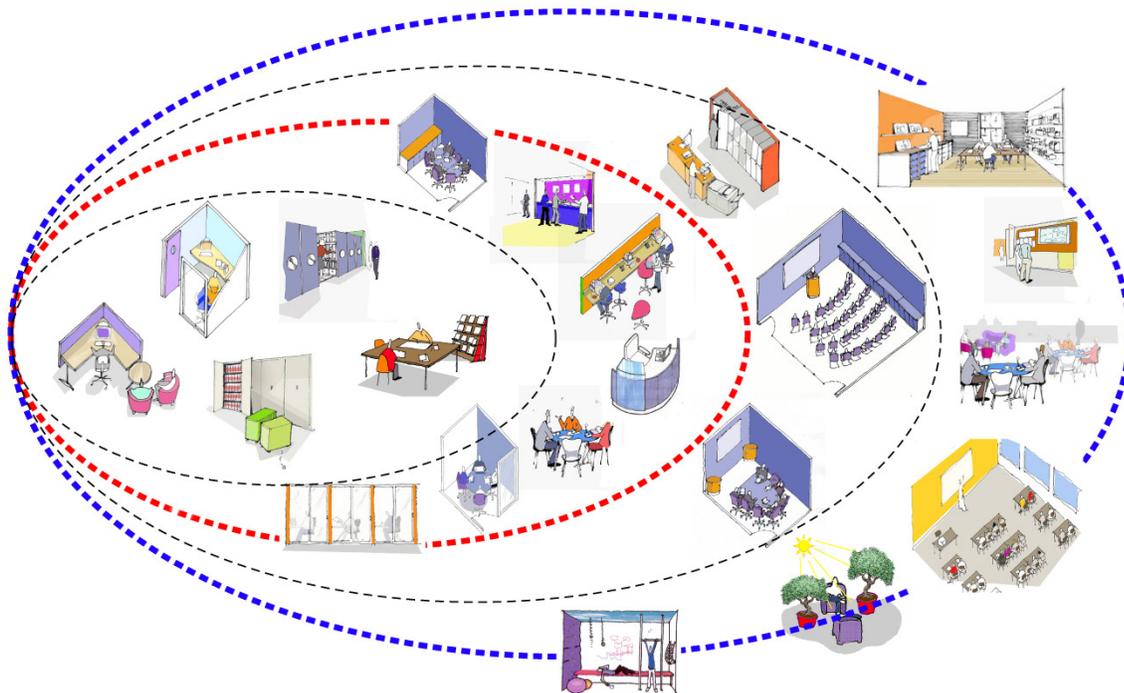
GENERAL SERVICES ADMINISTRATION

Mission Oriented Business — MOBIS Federal Supply Service (FSS 874)

Authorized Federal Supply Schedule Price List

Contract Number: GS-10F-0356R

Period Covered by Contract: 6/17/2005 – 6/16/2020



On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The internet address for GSA Advantage! is www.gsaadvantage.gov.

SCHEDULE 874 Mission Oriented Business Integrated Services

For more information on ordering from Federal Supply Schedules, go to www.gsa.gov/portal/content/199353.



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01

Customer Information

- 1a. Table of awarded special item number(s)
 SIN 874-1 and 874-1RC: Integrated Consulting Services

 SIN 874-7 and 874-7RC: Integrated Business Program Support Services and Project Management Services
- 1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. See pricing table in section 03.
- 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. See descriptions of job titles in section 04.
2. Maximum order: \$1,000,000 per Special Item Number
3. Minimum order: \$100.00
4. Geographic coverage (delivery area): Domestic and overseas.
5. Point(s) of production (city, county, and state or foreign country). NA
6. Discount from list prices or statement of net price. Prices listed are net.
7. Quantity discounts. NA
8. Prompt payment terms. NA
- 9a. Government purchase cards are accepted at or below the micro-purchase threshold.
- 9b. Government purchase cards are accepted above the micro-purchase threshold.
10. Foreign items (list items by country of origin). NA
- 11a. Time of delivery. Ten days from date of award to date of delivery. Our usual time of delivery is specified in our contracts. Since we are a service organization it could take us anywhere from a month to 3 months to a year to complete the delivery of services.
- 11b. Expedited Delivery. NA
- 11c. Overnight and 2-day delivery. NA
- 11d. Urgent Requirements. NA
12. F.O.B. point(s). Destination
- 13a. Ordering address(es).
 DEGW North America LLC
 125 Broad Street, 15th Floor
 New York, NY 10004
 Kelly Bacon
 (212) 377-8437
- 13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs), and a sample BPA can be found at the GSA/FSS Schedule homepage (www.gsa.gov/portal/content/199353).

14. Payment address(es).
15. Warranty provision. NA
16. Export packing charges, if applicable. NA
17. Terms and conditions of Government purchase card acceptance. See 9a and 9b above.
18. Terms and conditions of rental, maintenance, and repair (if applicable). NA
19. Terms and conditions of installation (if applicable). NA
20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable). NA
- 20a. Terms and conditions for any other services (if applicable) NA
21. List of service and distribution points (if applicable).
NA
22. List of participating dealers (if applicable). NA
23. Preventive maintenance (if applicable). NA
- 24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants). NA
- 24b. Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services. The EIT standards can be found at: www.Section508.gov/
25. Data Universal Number System (DUNS) number.
799537779
26. DEGW North America LLC is registered in System for Award Management

02

Description of Services About DEGW

DEGW is a consulting group focused on the changing nature of work and its impact on people, place, and performance at every scale. Our expertise is in forecasting the future of work and delivering measurable business and organizational benefits to our clients. We do this by integrating research, strategy, and design thinking about the changing nature of work, learning, and living environments. For forty years, DEGW has been a global leader in understanding users' needs and applying that knowledge to buildings, interiors, campuses and cities. We group our services into three broad areas that address the relationships between place, people and process:

1. Place: **Strategic Briefing**
2. People: **Change Management**
3. Process: **Service & Experience Design**

From our locations in North America, Europe, and Asia, we service global clients regionally and locally. By combining strategic consultancy with imaginative implementation skills, DEGW creates solutions that help organizations thrive.

Our international, award-winning practice is based on unrivalled user research, business process analysis, and systematic assessments of how environments impact organizations with a focus on change and organizational transformation. New ways of working – conceiving innovative work environments and mobility programs – involves the collaborative efforts of integrated teams to devise new ways of re-utilizing buildings, and managing the change in behavior needed for a successful result. We apply the latest research about how organizations and technologies are changing to enable our clients to manage their space and time with unprecedented effectiveness and efficiency.

Our clients come from a diverse cross-section of commercial, academic, and public sectors, and include many innovative organizations such as Accenture, BP, Cisco, Deutsche Bank, Lilly, GlaxoSmithKline, Google, HSBC, Johnson & Johnson, Microsoft, Nike, Nokia, UBS, and the United Nations. Our people are leaders in their

professions and many have been internationally recognized for innovation and creativity in the advancement of leading-edge thinking about how organizations work and occupy buildings. Worldwide, we group our talents to offer services that address both the supply and demand aspects of the workplace, living and learning environments (buildings, real estate portfolios, and cities), and the need for regional and cultural change management expertise for successful implementation.

Since 2002, when GSA launched WorkPlace 20|20, a program to develop and test techniques that treated space, technology, and work process as an integrated system that, when implemented properly, could enhance organizational effectiveness, DEGW has contributed to the development of these tools and methods and has been actively engaged in testing them in a series of



projects across the United States. DEGW has supported GSA in achieving its mission through the delivery of stand-alone and national customer engagements, the further development of research tools and methods, and training delivery that enables GSA to deliver exceptional services to its customers.

DEGW brings expertise to create the big picture of the total performance of the government property portfolio. We research, evaluate, and develop strategies, policies, and program tools for the ‘demand’ side of the how the government uses space, and should, or could, use it differently in the future. We also evaluate the ‘supply’ side of the real property portfolio: the performance characteristics of the government estate, its buildings types, and locational characteristics. DEGW offers a strong skillset towards integrating the thinking about these ‘demand’ and ‘supply’ factors at a strategic level. We bring a broad perspective of sustainability to solving this equation of supply and demand.

Core DEGW capabilities include:

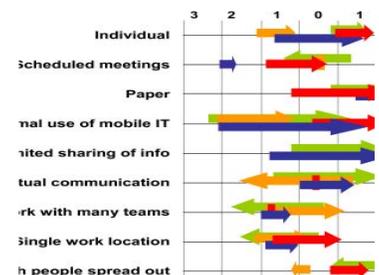
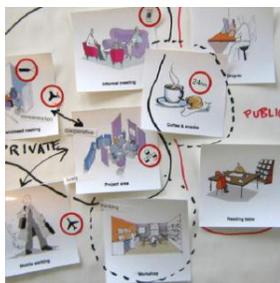
- Assessment of real estate portfolio and building alignment with organizational mission and functional needs
- Data collection and tool development to facilitate strategic decision-making, techniques for measuring the use and effectiveness of the workplace and the impact these have on performance and user satisfaction
- User-engagement (requirements development) at various scales to develop programs
- Workplace strategy development, in consideration of technology, policy, and sustainability impacts
- Workplace design concepts and space planning

- Research and business case development to improve organizational performance, productivity, and employee satisfaction
- Change management and training facilitation to enable successful transitions to new ways of working

SIN 874-1 and 874-1RC: Integrated Consulting Services
 DEGW services include, but are not limited to, the consulting services listed below:

- Workplace strategy
- Learning environments
- Briefing/programming of requirements for space and buildings
- Space standards, space and design guidelines
- Space planning and design concepts
- Building appraisal to assess efficiency and use of space and building designs
- Development planning and campus planning
- Research with users on workplace performance
- Workplace change management
- Sustainability assessments and impacts
- Cost consultancy for design and construction projects
- Facilitation services for many kinds of meetings and events

DEGW’s workplace strategy development may include the restructure of the physical workplace, as well as the design and implementation of workplace guidelines. Such DEGW trademark analytical processes as the Time Utilization Survey (TUS), Workplace Performance Survey (WPS), and Post Occupancy Evaluation (POE) inform DEGW’s consultation process by providing valuable measures of the performance of a particular design scheme.



DEGW also offers Facilitation services including the ability to facilitate and lead a wide variety of visioning activities and strategy sessions with leaders and end users, including:

- Facilitation of senior leadership visioning workshops at the outset of major projects
- Workshops with managers to explore key issues of the workplace and design
- Workshops with staff and users to understand how they work and use space
- Work sessions, focus groups, or town hall meetings to help staff engage successfully with a process of managing change into the use of new kinds of working environments

DEGW also offers change management services, including:

- Development of the change management plan and activities to support transition to new ways of working and using space
- Senior Leadership presentations: Designed to help senior leadership understand and ultimately buy into design recommendations
- Town Hall Meetings: Designed to help staff in the pilot understand and ultimately buy into design recommendations
- Individual Mobility Checklist: Designed to promote alternative work styles (e.g., “mobility”) across the pilot population
- Protocols and Communications workshops: Designed to let staff decide how the pilot will be used and thereby promote buy-in
- Users’ Guide: Designed to address typical staff questions and accelerate on-boarding to a new workplace

Survey Services

DEGW is well known for having pioneered many survey tools for programming and briefing workplace environments and for capturing end user workplace experiences.

- DEGW’s research approach is multi-level and multi-dimensional. We work closely with senior leaders to understand the directions for business and organizational change, exploring in interviews how organizational strategy can be supported by the design and use of workplaces and buildings. Through quantitative data collection and qualitative feedback from leaders and staff, our team uncovers the specifics of the organization’s strategy, the current staff work patterns, and staff perceptions.

- For example, DEGW typically employs an **Observation Study** to capture robust data on space utilization to illustrate actual real estate and space occupancy performance over time. These data are used to compare space use across departments and job functions, and against staff perceptions collected through an implemented online Workplace Performance Survey. DEGW’s global database of findings on space occupancy and utilization is unrivalled in its scope and allows valuable benchmarking comparisons.
- Further, **Focus Groups** may be facilitated, in which staff is actively engaged in the discussion of research findings to validate the data collected and further understand user requirements. Below follows a list of a multitude of DEGW trademark survey and data collection processes:

Site Visits/Facility Tours/Expert Walk-Throughs: tour of selected facilities to gain understanding of workplace culture and building performance

Interviews: one-on-one interaction with users, designers and facility managers; DEGW may develop a questionnaire or script specifically geared toward the project at hand

Focus Groups: DEGW conducts focus groups with representative users and facility managers in order to understand key issues for the workplace, discuss findings from other qualitative and quantitative research activities, and gather input to inform programming needs and design directions

Time Utilization Study™ (TUS): TUS is a method developed by DEGW to systematically observe space use over time. For each subgroup it identifies how often different spaces or areas are occupied and the rate at which different activities take place in them. It can specifically document how much time is spent in individual and group areas, the degree of individual and interactive work that takes place, and the prevalence of other specific activities

Meeting Room Studies: In conjunction with the Time Utilization Study (or using existing utilization study data, if suitable), DEGW can develop a detailed analysis of meeting room utilization in comparison to the room reservations system. Comparing actual with booked usage, and then discussing the analysis within a user focus group and/or along with a targeted online survey, allows DEGW to make recommendations as to the appropriate meeting room type, location, and quantity for a facility (in conjunction with location, headcount, and workstyle attributes)

Workplace Performance Survey: DEGW developed the Web-based Workplace Performance Survey to gather comprehensive and comparable feedback from staff and other building user groups. The Workplace Performance Survey is designed to examine the strengths and weaknesses of the existing work environment, and is a powerful tool for finding potential connections between project objectives and the workplace. The survey allows us to track critical performance gaps in the workplace environment as well as to capture indicators of workplace productivity issues especially when it is used in the 'before' and 'after' project situations. This survey can also be used to gauge the organizations' readiness and willingness to change, it's 'appetite for change', which helps us to design the most appropriate change management activities and services.

Further methods of data collection and analysis may be utilized or custom-developed according to the demands of a project at hand. DEGW communicates findings in both visual (graphs, illustrations, charts and tables) and written form at all times. In addition to quantitative and qualitative research findings and recommendations based thereon, DEGW is able to recommend and facilitate change-management services, including Town Hall Meetings (all-staff) and Brown Bag sessions (all-day seminars), as well as a number of other standard services.

SIN 874-7 and 874-7RC: Integrated Business Program Support Services and Project Management Services

DEGW provides program integration and project management services during all phases of project execution. A timeline of services and activities required in order to meet specific goals is devised at the beginning of each project inception and subsequent project phases. Some examples of ways DEGW disperses new information and involves employees in change management during design and construction phases are:

- Implementation of a process-specific intranet
- Informational workshops
- Planned exhibitions

DEGW believes that is very important to create formal

communication mediums and protocols as well as relationships that allow information to be exchanged informally when necessary. Following are examples of ways in which we provide our global clients different **ways of reporting** to make sure that information is available at the time it is most useful:

- DEGW may set up a jointly-managed project Extranet or Web-based communication system to hold and display all current working documents and findings;
- On a project level, DEGW may deliver a final report with all findings, results and interpretations; and
- DEGW may provide a monthly status report about the program of work. Key information in this report may include:
 - Scheduling
 - Cost estimates
 - Key information about administration (contracts, invoices, project structures, etc.)
 - Key deliverables, projects, and tasks for the next month

DEGW's global reach is supported by fully staffed offices around the world. Offices are linked electronically so that staff members are able to collaborate on a number of global client accounts. Software includes the Microsoft Office suite, which includes project management tools such as Outlook and Project; AutoCAD; several graphics packages; and several Web-based project management tools such as Sharepoint.



03

Pricing

SINs 874-1, 874-1RC, 874-7, 874-7RC

Out-Year Pricing - Five Year Option Period 2 (incl. IFF)

Rate: 2.10%

Labor Category	Year 11:	Year 12:	Year 13:	Year 14:	Year 15:
	06/17/15	06/17/16	06/17/17	06/17/18	06/17/19
	-	-	-	-	-
	06/16/16	06/16/17	06/16/18	06/16/19	06/16/20
Founder	\$367.07	\$374.78	\$382.65	\$390.68	\$398.89
Director A	\$262.58	\$268.09	\$273.72	\$279.47	\$285.34
Director B	\$230.72	\$235.57	\$240.51	\$245.56	\$250.72
Senior Consultant A	\$164.70	\$168.16	\$171.69	\$175.30	\$178.98
Senior Consultant B	\$143.22	\$146.23	\$149.30	\$152.43	\$155.63
Consultant A	\$131.03	\$133.78	\$136.59	\$139.46	\$142.39
Consultant B	\$99.72	\$101.81	\$103.95	\$106.14	\$108.36

*The Service Contract Act (SCA) is applicable to this contract as it applies to the entire Mission Oriented Business Integrated Services (MOBIS) Schedule 874 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 29 CFR 541.300), 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 the applicable WD number. Failure to do so may result in cancellation of the contract.

04

Labor Categories

The following is a list of DEGW labor categories and their descriptions.

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Founder: The Founders of DEGW created the company of DEGW in the 1970's. The currently active Founders are very well known thinkers, researchers and practitioners in the world of workplace strategy and architectural design. They are frequently published and sought after as leading experts in the industry at large. Their long experience and international exposure to a multitude of clients and projects makes their expertise highly valuable. They are preeminent knowledge leaders in our field of expertise. The Founders have all have had international graduate experience, including Masters or Doctorate level degrees at preeminent universities. Their experience since the Founding of DEGW means they have been leaders in this field for thirty years.

Director A:

Directors (A) typically are very experienced consultants with DEGW who often have wider company-wide responsibilities for the business as a whole. They are leaders of major projects, sometimes for International clients, who are responsible for understanding the critical requirements of the client and enabling DEGW's solutions to respond to those needs. Directors are usually leaders of national or regional offices for DEGW and have had extensive and senior levels of client experience. They typically have published research and articles and appear as speakers at industry conferences and events. Directors lead the client relationship as a whole, providing guidance from a global perspective, helping to identify findings of critical significance, communicating all aspects of the project to leadership. Directors have a minimum of a Masters degree in architecture or a related field with at least twenty years of consulting experience.

Director B

Directors (B) typically are highly experienced consultants for DEGW who often have particular expertise in a major area of our services in which they are recognized leaders. They typically are responsible for the development and innovation of services within their field of expertise. As leaders of key service areas for DEGW they are likely to be the highest performers within their knowledge domain. They are leaders of major projects, sometimes for international clients, who are responsible for understanding the critical requirements of the client and enabling DEGW's solutions to respond to those needs. They typically have published research and articles and appear as expert speakers at industry conferences and events. Directors lead the project, providing guidance from an expert perspective, helping to identify findings of critical significance, synthesizing data collected across sites and communicating all aspects of the project to its leadership. Directors have a minimum of a Master's degree in architecture or a related field with at least fifteen years of consulting experience.

Senior Consultant A

A senior consultant has at least ten years of consulting experience and one year of project management experience. Senior Consultants have a Master's degree In Architecture or other related fields; some may have PhDs. Senior Consultants work as both project leaders on the ground with the client and as senior project managers for our consulting services. They typically also have specific areas of high level content expertise, often in more than one area. They will have worked on many client projects within DEGW or will have gained equivalent experience in other organizations. Senior consultants have training and experience in user and client engagement, data analysis and strategy development.

Senior Consultant B

A senior consultant has a minimum of eight years of experience with DEGW or another firm and will have a Master's degree in Architecture or other related fields, some may have PhDs. Senior Consultants work as both project leaders on the ground with the client and as senior project managers for our consulting services. They typically also have specific areas of high level content expertise, often in more than one area. They will have worked on several client projects within DEGW or WO have gained equivalent experience in other organizations. Senior consultants have training and experience in user and client engagement, data analysis and strategy development.

Consultant A

Consultant (A) has a minimum of a Bachelor's degree in Architecture or related field and may also have acquired a Master's degree and is gaining experience as a consultant. These consultants have five years or more experience with DEGW or an equivalent organization. Consultants work on all aspects of consulting assignments, including user research, data gathering, data analysis and interpretation, report production and editing, and presentation of key findings to the users and to the clients.

Consultant B

Consultant (B) has a minimum of a Bachelor's degree in Architecture or related field and may also have acquired a Master's degree and is gaining experience as a consultant. These consultants usually have recently begun working as a consultant in our field (minimum of one year of experience) though they often have wider experience in design or architecture or other social science disciplines before joining DEGW. Consultants work on all aspects of consulting assignments, including user research, data gathering, data analysis and interpretation, report production and editing, and presentation of key findings to the users and to the clients.



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