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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.gsa.gov/advantage>.

Schedule for – Mission Oriented Business Integrated Services (MOBIS)

Federal Supply Group: 87 Class: 874

Contract Number: GS-23F-9782H

For more information on ordering from Federal Supply Schedules

click on the FSS Schedules button at <http://www.fss.gsa.gov>

Contract Period: October 1, 1997 through September 30, 2017

Pricelist Effective January 1, 2015

Contractor: **PCG Enterprises, Inc. dba PACIFIC CONSULTING GROUP**
200 S. California Ave, Suite 200
Palo Alto, CA 94306

Business Size: Small Business

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Customer Information:

1a.	Table of awarded Special Item Numbers:	
	SIN 874-1 Integrated Consulting Services	
2.	Maximum Order:	\$1,000,000
3.	Minimum Order:	\$100
4.	Geographic coverage:	Worldwide
5.	Points of production:	Same as Contractor
6.	Statement of net price:	See prices attached
7.	Quantity discounts:	N/A
8.	Prompt payment terms:	30 days
9a.	Notification that Government purchase cards are accepted up to the micro-purchase threshold:	Contact Contractor
9b.	Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:	Contact Contractor
10.	Foreign items (list items by country of origin:	None
11a.	Time of delivery:	Specified on the task order
11b.	Expedited delivery:	Contact Contractor
11c.	Overnight and 2-day delivery:	Contact Contractor
11d.	Urgent requirement:	Contact Contractor
12.	F.O.B. points:	Destination
13a.	Ordering Address(es):	Same as Contractor

13b.	Ordering procedures:	Information on Blanket Purchase Agreements (BPA) or contact Contractor
14.	Payment address:	200 S. California Ave, Palo Alto, CA 94306
15.	Warranty provision:	Contractor-Standard Commercial Warranty
16.	Export packing charges:	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:	N/A
19.	Terms and condition of installation:	N/A
20.	Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices:	N/A
20a.	Terms and conditions for any other services:	N/A
21.	List of service and distribution points:	N/A
22.	List of participating dealers:	N/A
23.	Preventive maintenance:	N/A
24a.	Special attributes such as environmental attributes:	N/A
25.	Data Universal Numbering System (DUNS) number	06-4761687
26.	Registration in Central Contractor Registration (CCR) database:	Renew in May of each year

PCG Enterprises, Inc. dba Pacific Consulting Group

GSA Contract #GS-23F-9782H

1. SIN 874-1 Integrated Consulting Services:

Labor Category	Hourly Rate
Project Director	\$336.52
Senior Consultant - I	\$256.70
Senior Consultant	\$212.12
Senior Project Manager	\$177.27
Senior Associate/Analyst	\$165.09
Consultant/Analyst	\$134.61
Analyst	\$ 114.83
Administrative Support	\$ 73.83
Research Assistant	\$ 67.29

LABOR CATEGORY DESCRIPTIONS

Labor Category	Description	Education / Experience
Project Director	Responsible for managing overall projects; occupy key leadership role in the company	MS, MA or PhD / 15-Yrs
Senior Consultant - I	Proven technical, management, and leadership skills for customer satisfaction survey operations	MS, MA / 10-Yrs
Senior Consultant	Proven technical or management expertise in customer satisfaction survey administration, operations	MS, MA / 10-Yrs
Senior Project Manager	Lead project team, develop operating procedures and supervise staff	BS, BA / 10-Yrs; or MS, MA / 10-Yrs
Senior Associate/Analyst	Significant experience managing survey projects including analysis	BS, BA / 5-Yrs; or MS, MA / 5-Yrs
Consultant/Analyst	Understanding of and ability to conduct most customer satisfaction survey and analysis processes	BS, BA / 2-Yrs or 3-Yrs experience

Analyst	Database preparation for sampling/analysis; statistical samples; data analysis; coding comments; survey process documentation	Applicable technical courses, training / 1-Yr.
Administrative Support	Scheduling meetings and travel; assist preparing project reports	BS, BA or degree in-process / 1-Yr
Research Assistant	Capable of assisting an Analyst in conducting sampling, coding, etc.	BS, BA or degree in-process / 1-Yr

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire MOBIS 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 29 CRF 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 wage determination number. Failure to do so may result in cancellation of the contract.

PACIFIC CONSULTING GROUP

Improving business results through customer insights and service innovation

OUR ADVANTAGE

Pacific Consulting Group (PCG) is current with the latest approaches in driving performance in government agencies. This ongoing immersion allows us to understand and anticipate an organization's challenges. In addition to maintaining alliances with best of breed companies, we also draw on our network of affiliates at Stanford University for additional specialized knowledge.

From analysis to implementation, our solutions are customer-driven. We help organizations understand their customers' needs, map the customers' experience, and then identify and prioritize improvement areas. Our integrated services result in solutions that enhance satisfaction, shift customer behavior, and increase operational efficiency.

We are one of the few firms that combine capabilities in customer research and service innovation. We help move seamlessly from data tracking to actual performance improvement. Although we excel at producing insightful reports, we believe they are best used as part of a results-focused action plan. PCG consultants are trained to go beyond ideas and data and get to actual results.

SERVICES

For over 30 years, PCG has helped agencies in the public sector overcome operational and customer service challenges. Improving service excellence and efficiency are critical for government agencies who are under constant scrutiny from various constituencies. PCG helps organizations be responsive to the public's expectations by understanding citizen needs, designing service experiences, and quantitatively gauging the expected customer and business results.

Customer Research

As a management consulting firm, PCG starts with the organization's customers—their experiences, needs, and preferences. We help discover what customers care about and then use that data to design effective program improvements. We tailor our services to meet the most pressing business issues.

Our customer research includes an entire range of techniques, from focus groups and surveys to sentiment analysis and concept tests. Our proprietary Net Impression® analysis uses research data to identify the service changes that will have the most impact on the customer's experience. This type of analysis goes well beyond the customer satisfaction tracking and climate surveys commonly employed in many government agencies.

Research services include:

- Qualitative and quantitative customer satisfaction research
- Market segmentation and persona profiling
- New services and program evaluation
- New product/service concept testing
- Customer needs assessment

- Message testing and behavior change
- Channel mix optimization
- Employee engagement studies

Service Innovation

In today's extreme budget environment, local and federal branches of the government face a relentless pressure to do more with less. With our service innovation approach, we help take operational efficiency to a new level. In addition to finding the best ways to streamline processes, we help agencies discover innovative ways to do a much better job for their customers.

PCG is best known for helping large organizations in the public sector save time and expense. The other benefit is that when customers achieve their goals with minimum hassle, the agency gains both efficiency and a heightened reputation and cooperation with citizens.

Innovation services include:

- Process streamlining
- Customer experience mapping and design
- Customer-centric change management
- Innovation facilitation
- Performance metric development
- Customer service improvement
- Organizational assessment
- High performing team development

For more information on our services, please see our website at <http://www.pcgfirm.com/>.

WHO WE ARE

Formed in 1980 and headquartered in Palo Alto, California, our team of 17 professionals continues to bring unparalleled analytic rigor to customer research, as well as drive to innovative solutions that improve bottom line results. The majority of our staff members have master's degrees or higher from nationally-ranked institutions and are experienced in focus group facilitation, survey research and analysis, statistics operations analysis, decision modeling, communications, customer experience design, and performance improvement consulting. All of our projects are led by one of our principals or directors, ensuring the highest level of professional expertise and responsiveness without the high overhead costs of a large consultancy. In addition to maintaining strong partner relationships with best of breed companies, we also draw on our network of consultants for additional specialized knowledge. We are deeply vested in helping organizations meet their most complex challenges, especially in uncertain and conservative budget cycles.

SENIOR MANAGEMENT

TOM COOPER, PRESIDENT, Princeton BA, Stanford MBA

Tom has 30 years of experience in the customer success industry. He has led over 100 projects to understand customer satisfaction drivers and develop solutions to improve both customer and business results. Tom specializes in identifying customer investments with the greatest return.

PETE WEBB, VICE PRESIDENT, Yale BA, Chicago MBA, Stanford PHD

Pete developed PCG's Net Impression® technique to help organizations know exactly which service experience improvements to prioritize. He leveraged his communications and social marketing expertise to invent methods that optimize behavior change efforts.

YVONNE NOMIZU, DIRECTOR, Harvard BA, Stanford MBA

Yvonne has over 25 years of experience influencing customer behavior, streamlining processes, leading marketing and new products, and leveraging technology for operational results. Her specialty is facilitating client teams to design innovative products and customer experiences that improve business results.

JONATHAN HONIBALL, DIRECTOR, St. Anselm BA, UNH MBA

Jonathan has more than 16 years of experience in the global market research world. He has managed a full range of studies for leading companies and for emerging enterprises seeking best market strategy. Jonathan focuses on insights that deepen the understanding of how employee engagement, customer satisfaction, and business results connect.

HOW TO CONTACT US

Pacific Consulting Group
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(650) 327-8108
pcgmobis@pcgfirm.com

OUR EXPERIENCE WITH GOVERNMENT AGENCIES

We have a reputation of working with our government clients as collaborators and partners, being responsive and flexible, and providing individualized assistance—all with a focus on improving service to U.S. residents and taxpayers.

Centers for Medicare & Medicaid Services (CMS)

Among other projects, PCG worked with CMS in 2005 and 2006 to develop a customer satisfaction measurement strategy and implementation plan for its 1-800-Medicare toll-free service. In addition to drawing on our own experience conducting customer service evaluations of call centers, we interviewed managers of customer call centers that demonstrate industry best practices; conducted focus groups with callers to 1-800-Medicare to better understand their experience and expectations; interviewed managers of the 1-800-Medicare call centers to understand their current practices and technologies; and researched industry data on customer satisfaction measurement best practices, especially within call centers. Most recently, we worked with the agency and its call center contractor to implement that plan. The toll-free Medicare line serves both Medicare beneficiaries and their caregivers by providing general information about Medicare benefits and eligibility, as well as linking callers to Medicare contractors for information about claims-related inquiries. With the help of our data collection subcontractor, PCG surveyed callers on a weekly basis to (1) track customer satisfaction over time; (2) provide an early warning system to CMS and its call center contractor to pinpoint potential service problems; and (3) perform analyses to indicate how 1-800-MEDICARE can be improved both in the short- and long-term.

Internal Revenue Service (IRS)

Since 1998, PCG served as the lead customer satisfaction consultant to all IRS divisions in design, administration, and innovation planning for the IRS's comprehensive customer satisfaction program. In this role, we developed and managed over 25 ongoing customer satisfaction surveys throughout the agency.

As a result, the IRS has realized consistent increases in taxpayer satisfaction since the implementation of the customer satisfaction assessment program. Better IRS insights into their customer segments have led to improved service. For example, the IRS has developed a better understanding of the needs of tax practitioners that has improved compliance and efficiency, as well as practitioner satisfaction. The IRS has conducted action planning using PCG's service innovation approach to implement a significant improvement project that has resulted in a 25% gain in efficiency in the Adjustments Group, as well as increased taxpayer satisfaction. Integrating customer satisfaction and employee research for the Large and Mid-Size Business Division identified ways the IRS can improve service to customers through enhanced support to employees. IRS executives have learned through PCG-led training and action the benefits of managing the customer experience and how to use customer satisfaction data to drive improvement. The IRS is migrating to new techniques for measuring customer preferences in partnership with PCG and using the research to model the results of different levels of expenditures for service channels.

In 2006, the IRS nominated Pacific Consulting Group as its Small Business Partner of the Year for providing outstanding service to the IRS. Since 1998, PCG has worked to support the IRS in meeting its

strategic business goal of "Improving Taxpayer Service" to help taxpayers better understand and meet their tax obligations. Statements made by IRS officials in support of the nomination included:

- *"PCG has continuously demonstrated sustained superior performance in the services that they provide to the IRS."*
- *"PCG has never been content to 'earn its keep' by endless iterations of tracking surveys. More importantly, PCG has shown its value as a full-scope market research firm by any number of engagements with IRS executives, managers, and staff to convert customer information into improvements at the strategic and tactical levels."*
- *"PCG has provided a major service to the IRS and its customers and continues to show the value of a well-run small business."*
- *"PCG has consistently brought fresh ideas and methodologies that have improved the quality and widened the scope of the IRS's approach to improving business results and delivery by attention to the customer."*

PCG has held a Blanket Purchase Agreement (BPA) contract with the IRS for customer satisfaction and service improvement consulting and has been awarded more than two-thirds of the tasks issued under the BPA. PCG was awarded a third BPA in 2010 to continue its partnership and support of the IRS customer satisfaction for service improvement program.

U.S. Courts

In 2009, the Administrative Office of the U.S. Courts (AOUSC) contracted with PCG to conduct a comprehensive assessment of its Electronic Public Access (EPA) services. That year-long EPA assessment was the first comprehensive evaluation of customer experiences, satisfaction, and requirements of the PACER online service that AOUSC provides to legal professionals and citizens, used by more than a million customers to access court electronic records. Over time, PACER has grown exponentially in terms of its technological complexity, number of users, number and types of content accessed, required security, accessibility, and reliability. In 2012, the AOUSC contracted with PCG to conduct a follow-up PACER User Satisfaction Survey to explore new service options as well as monitor the effect that recent program changes have had on overall satisfaction.

PCG's assessment provided the AOUSC with a comprehensive data and information foundation about PACER customers/users and their needs, preferences for product and service enhancements, and satisfaction with the services. PCG designed the overall assessment framework and carried out the research, which included interviews encompassing 234 internal and external customers and four online quantitative surveys (account holder demographics, user satisfaction, general opinions, and PACER Service Center user satisfaction). PCG subsequently made multiple presentations to project stakeholders, produced five reports of findings, and presented an integrated report that included recommendations for improvements to the online product and supporting services, operations, training, branding, and customer communications.

The AOUSC has used the study's results to implement improvements to its online PACER service, including redesigning the pacer.gov website; creating a new Case Locator with expanded search capabilities; partnering with law librarians to provide training on the efficient and effective use of

PACER; creating a free PACER training database; promoting the use of RSS feeds; developing a mobile PACER application; and redesigning the PACER invoice. The 2012 follow-up survey showed that overall satisfaction increased significantly since the first assessment and that users are satisfied with the improved search capabilities.

Office of Personnel Management (OPM)

OPM wanted to help agencies use the Federal Human Capital Survey (FHCS) data to drive improvement in their agencies. To this end, OPM contracted with PCG to work with the Department of Transportation Federal Motor Carrier Safety Administration (FMCSA) to demonstrate analysis and action-planning tools that would better enable FMCSA to understand their highest priority problems from the employees' perspective and develop action plans to address these problems. As a result, Human Resources staff easily communicated actionable, directional FHCS results to senior managers. Senior management acted on the results, requesting more insight into Leadership, the top improvement priority. Agency staff strengthened their ownership of the data by reorganizing the questions themselves under a new arena—Global Leadership and Local Leadership—for a second round of Net Impression® analysis. Using the second-round analysis as a starting point, senior managers determined that employees' top concerns centered on the communication of management decisions and strategic information and the management decision-making process itself. Ultimately, a diverse group of senior managers representing different parts of the agency teamed up to conduct action planning and developed three strategic action plans with specific steps and dates to address the agency's top improvement priorities.

Federal Highway Administration (FHWA)

PCG designed an integrated market measurement strategy for FHWA. The resulting strategy built on FHWA's mission, prior and current decentralized customer satisfaction measurement programs, and management interviews throughout the agency to determine where customer feedback would most help FHWA improve performance and recommend a process for implementing customer-focused change strategies. Due to our excellent performance on the initial strategy study, we were asked to implement the first nationwide surveys of FHWA's primary customers. PCG administered two surveys: one to determine satisfaction among their state partners and one to determine satisfaction among their metropolitan partners. The surveys were conducted with partners in all 50 states over a two-year period. PCG developed the questionnaires with input from FHWA; pretested the questionnaires to ensure they allowed respondents to provide feedback in a meaningful way; and then redesigned the questionnaires, as necessary, based on the pretest information. PCG managed the administration of the surveys using our online data collection subcontractor, conducted all analysis, and provided reports at the national, area, and state levels to provide the agency with the most actionable data possible. FHWA used this information to determine where to focus their improvement efforts and to track those efforts over time.

Department of Veterans Affairs (VA)

From 1998-2005, PCG assisted this agency in distributing and analyzing a survey assessing veterans' satisfaction with the Compensation and Pension Claims Process. This effort involved sampling customers according to several case codes and among 57 regional offices; administration of the survey; and production of reports identifying improvement priorities and conveying veterans' experiences with each of those regional offices. PCG also pretested three surveys for the Vocational Rehabilitation and Counseling Process.

With its goal to improve the service it provides to next-of-kin and funeral directors, the VA's National Cemetery Administration (NCA) contracted with PCG to conduct its 2011 and 2012 customer satisfaction surveys to provide insights as to how it could better serve its constituent groups. The survey addressed such key topics as the committal service, headstone and marker ordering and delivery, cemetery appearance, and quality of care provided by NCA staff. PCG mailed sufficient survey invitations to yield completed questionnaires from approximately 27,000 next-of-kin and 7,000 funeral directors. An automated process was used to generate a total of 470 reports to be distributed by NCA. The 2011 findings revealed very high satisfaction scores among NCA customers; 95% of all respondents agreed that "The quality of service received from cemetery staff is excellent," with an increase of 1.2% from last year indicating "strongly agree." A total of 97% reported that the national cemetery staff was courteous and 95% that the staff was professional in terms of being knowledgeable, helpful, and responsive. In spite of its high ratings, Cemetery Staff Service is a top improvement area, one that customers indicate as being highly important yet give lower satisfaction ratings to than other attributes. NCA staff share the findings with each individual cemetery and visit cemeteries to share best practices for improving customer service.

OUR LIST OF CLIENTS

Contact Centers

Centers for Medicare & Medicaid Services
Internal Revenue Service

Education

ACS Education Solutions
Cathedral School
Department of Education
ELM Resources
Marlborough School
Raising a Reader Program
St. Ignatius College Preparatory School
Stanford University
The Thacher School

Financial Services

American Express
Bank of America
E-Loan
Export Import Bank
Prudential Financial Services
ThinkFinance
Wells Fargo Bank

Government

Bureau of Land Management
Bureau of the Census
Centers for Disease Control & Prevention
Centers for Medicare & Medicaid Services

Department of Commerce
Department of Education
Department of the Navy
Department of Veterans Affairs
Federal Motor Carrier Safety Administration
General Services Administration
Internal Revenue Service
National Archives & Records Administration
Office of Personnel Management
Social Security Administration
Substance Abuse & Mental Health Services Administration
U.S. Courts
U.S. Fish & Wildlife Service
USDA Forest Service

Health Care

Blue Cross
Blue Shield
Centers for Disease Control & Prevention
Centers for Medicare & Medicaid Services

Technology

Apple Computer
Bowne & Company
IBM
Intrepid Systems
Intuit
Pacific Bell
NYNEX
Raychem
Sun Microsystems

Transportation

American Airlines
Amtrak
California State Automobile Association
Federal Highway Administration
Greyhound
Logan Airport, Boston, Massachusetts
Port Authority of New York & New Jersey
Public Transportation Systems (e.g., Los Angeles, San Francisco, New York)
Southwest Airlines

Utilities

Bell Atlantic

California Water Service Company

Edmonton Telephone Corporation

Pacific Bell

Pacific Gas & Electric Company

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